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A Conceptual Framework for Sustainable Human Resource Management: Integrating Ecological and Inclusive Perspectives

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Abstract: Purpose: This study proposes a conceptual model integrating ecological and inclusive perspectives within sustainable human resource management (SHRM). It introduces a novel framework that bridges gaps in the literature by integrating ecological sustainability and social inclusivity dimensions to enhance SHRM practices. Design/Methodology/Approach: A systematic literature review synthesizes Green HRM practices and diversity, equity, and inclusion (DEI) principles. The framework is built around three dimensions: ecological sustainability, social inclusivity, and integrated sustainability. Findings: The model demonstrates the synergies between ecological and inclusive practices in SHRM. It shows how Green HRM and DEI enhance employee engagement, organizational resilience, and sustainability performance. The study highlights the uniqueness of integrating ecological and inclusive dimensions in achieving comprehensive sustainability, offering a theoretical advancement in SHRM frameworks. Practical Implications: The framework provides a roadmap for organizations to implement sustainability initiatives, including eco-friendly recruitment, inclusive green training, and equitable work policies. Addressing environmental and social goals simultaneously improves organizational performance and employee well-being. Originality/Value: This research introduces a novel framework that integrates ecological and inclusive dimensions into SHRM. It is the first to emphasize the interplay between Green HRM and DEI as foundational components of sustainable HR practices, providing both theoretical and practical contributions.

Keywords: sustainable human resource management (SHRM); green HRM; diversity; equity; and inclusion (DEI); ecological sustainability; social inclusivity; organizational resilience; sustainable development goals (SDGs)



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1. Introduction

Sustainability has become a central priority in modern organizational strategies, including human resource management (HRM). Organizations adopting sustainability-based HRM policies have demonstrated improvements in global competitiveness, employee well-being, and corporate reputation [1–3]. However, recent findings by the International Labour Organization (2023) reveal that only 20% of organizations in developing countries actively integrate sustainability principles into their HRM policies. This limited adoption underscores a critical gap and highlights the urgent need for innovative approaches to address sustainability challenges in HRM practices.

Traditional HRM practices that fail to consider sustainability often have negative environmental and social impacts. A study by Sustainability [4,5] reported that the carbon footprint of HRM activities, such as business travel and office energy consumption, accounts for 10–15% of a company's total carbon emissions. Additionally, the lack of gender diversity and workplace inclusivity continues to hinder innovation, particularly in the technology and manufacturing sectors [6]. To address these challenges, organizations must adopt HRM practices that are not only environmentally friendly but also promote diversity and social well-being to achieve global sustainability goals.

Research on Green HRM and inclusivity has evolved independently, but there is a lack of studies integrating these dimensions into a holistic framework [1,7]. Green HRM predominantly focuses on managing environmental impacts through measures like energy efficiency and waste reduction [3,8], while inclusivity emphasizes cultural diversity and gender equality [9]. This disconnect in the literature underscores the need for an integrated approach to address the multifaceted challenges of sustainability.

Additionally, a survey by Deloitte Insights [10] revealed that 80% of millennial and Gen Z employees in Asia consider sustainability and inclusivity critical factors in workplace selection. However, the Asian Development Bank [11] reports that only 30% of organizations in the region have implemented sustainable HRM policies. With growing stakeholder demands for inclusive and environmentally conscious HRM practices, this study seeks to address two fundamental questions: How can sustainability principles be effectively applied to HRM? How can ecological and inclusivity theories be integrated to create an HRM framework that supports organizational sustainability?

This study aims to develop a conceptual framework that integrates ecological and inclusivity principles into sustainable HRM. By addressing the identified gaps in the literature, this framework is expected to provide a foundation for further research and offer practical insights for organizations in designing HRM policies aligned with global sustainability goals. This research makes significant contributions both theoretically and practically. Theoretically, it enriches the sustainable HRM literature by integrating two major dimensions—ecology and inclusivity—that have been underexplored together in a global context [4,5,7]. Practically, it provides actionable guidance for organizations to design HRM policies balancing environmental sustainability, social inclusivity, and economic performance. Furthermore, this study supports the implementation of the Sustainable Development Goals (SDGs) and the Triple Bottom Line principles [12], emphasizing the balance between economic, social, and environmental sustainability.

2. Literature Review

2.1. *The Fundamental Concepts of Sustainability in HRM*

Sustainability in human resource management (HRM) revolves around aligning organizational practices with economic, social, and environmental sustainability principles. Broadly defined as the capacity to meet present needs without compromising future generations' ability to fulfill theirs [13], sustainability in HRM is underpinned by the Triple Bottom Line framework, which emphasizes three interconnected dimensions: economic, social, and environmental [12]. Economic sustainability ensures resource efficiency and long-term profitability, social sustainability promotes inclusivity and employee well-being, and environmental sustainability minimizes ecological footprints through green initiatives like energy efficiency and waste reduction [1,3,8].

HRM serves as a critical driver in embedding sustainability into organizational strategies, contributing significantly to the success of sustainable HRM (SHRM). For instance, HR policies that align performance management systems with organizational goals foster economic sustainability. Inclusive recruitment practices and diversity training enhance

social equity, while green initiatives, such as energy-saving workplace designs or remote work policies, reduce environmental impact [4,5,9]. Research highlights that organizations adopting SHRM benefit from increased employee engagement, stronger market reputation, and alignment with global sustainability targets, including the United Nations' Sustainable Development Goals (SDGs) [10,14].

Despite its advantages, SHRM adoption remains uneven. According to the Asian Development Bank [11], only 30% of organizations in Asia have implemented sustainable HR practices, citing resource limitations and lack of awareness as primary barriers. Similarly, the International Labour Organization [15] emphasizes that integrating SHRM in developing regions is constrained by institutional and financial challenges. To address these issues, a comprehensive and adaptable approach is required, ensuring that HRM practices effectively support long-term organizational goals while contributing to global economic, social, and environmental sustainability.

2.2. Ecological Theory

Ecological theory emphasizes the dynamic interconnections between systems and their environments, proposing that organizations function as part of a broader ecosystem where resources, actions, and outcomes are mutually dependent [16,17]. Within the organizational context, this theory underscores the importance of balancing resource utilization with ecological preservation, advocating for sustainable practices that align organizational objectives with environmental goals.

In the context of human resource management (HRM), ecological theory provides the foundation for Green HRM practices by integrating sustainability into HR policies. This includes eco-friendly recruitment, employee training focused on environmental awareness, and policies that reduce environmental impacts, such as transitioning to digital workflows and energy-efficient operations [3,18]. These initiatives not only minimize ecological footprints but also foster a culture of environmental responsibility, aligning employee behavior with organizational sustainability objectives.

The application of ecological theory to Green HRM has shown measurable benefits in both sustainability metrics and employee engagement. Studies indicate that organizations adopting ecologically oriented HR policies report higher levels of innovation and employee satisfaction, as employees perceive these practices as meaningful contributions to broader environmental efforts [19,20]. However, the adoption of these practices varies significantly across regions, particularly in developing countries where regulatory frameworks and organizational priorities often limit the integration of ecological principles into HRM [21–23].

2.3. Inclusivity Theory

Inclusivity in human resource management (HRM) refers to intentional strategies and policies aimed at fostering workplaces where all employees, regardless of their background or identity, feel respected, valued, and empowered to contribute meaningfully. This concept extends beyond diversity by emphasizing equity and belonging as essential components of organizational culture [9,24]. Inclusivity in HRM involves practices such as equitable recruitment, bias-free performance appraisals, and development programs tailored to marginalized groups, ensuring systemic barriers are addressed effectively. Recent studies highlight inclusivity as a critical driver of organizational resilience and innovation, particularly in navigating global uncertainties [25–27].

The positive impact of inclusivity on employee well-being and productivity is widely acknowledged. Inclusive workplaces enhance psychological safety, reduce discrimination, and promote job satisfaction, leading to stronger organizational commitment and reduced turnover [25,28,29]. Furthermore, inclusivity enhances collaboration and problem-solving

by leveraging diverse perspectives, contributing to improved performance metrics and competitive advantage [30,31]. A longitudinal study by [32–34] found that inclusivity initiatives correlate with a 15% increase in employee engagement and a 20% rise in team productivity over five years. However, operationalizing inclusivity remains challenging, particularly in regions with conflicting socio-political norms or limited cultural awareness. Tailored interventions are essential to ensure the long-term benefits of inclusivity in diverse organizational settings [35,36].

Integrating DEI and CSR in HRM has shown promising results in aligning organizational goals with societal expectations [37,38]. For instance, global companies like Unilever and Microsoft have implemented programs combining DEI principles with CSR initiatives. Unilever's 'Opportunities for Women' program aims to empower women in their supply chain, reducing gender inequality while addressing sustainable development goals [39,40]. Similarly, Microsoft integrates inclusivity into its CSR strategy by investing in diverse communities through scholarships and mentorship programs, creating pathways for under-represented groups to access meaningful employment [41]. These initiatives demonstrate how integrating DEI and CSR can simultaneously drive business performance and societal impact, highlighting practical applications of inclusivity in HRM.

2.4. Sustainable HRM (SHRM)

Sustainable HRM (SHRM) integrates sustainability principles—economic, social, and environmental—into human resource management practices to ensure the long-term resilience of organizations and their workforce [42]. Traditional HRM, by contrast, is primarily concerned with short-term organizational goals, such as maximizing productivity, controlling labor costs, and maintaining compliance with labor regulations. While effective in addressing immediate business needs, traditional HRM often neglects broader societal and environmental considerations, limiting its capacity to contribute to sustainable development [43–45]. Unlike traditional HRM, which often focuses on immediate organizational needs, SHRM emphasizes systemic approaches that balance organizational objectives with broader societal and environmental goals.

Its key dimensions include economic sustainability, which optimizes resource utilization and financial performance; social sustainability, which fosters equity, inclusivity, and employee well-being; and environmental sustainability, which minimizes ecological impacts through initiatives such as green HR policies and sustainable workplace practices [19,42].

The synergy between SHRM, organizational sustainability, and performance has been widely validated. Recent studies show that SHRM enhances organizational effectiveness by aligning employee behaviors with sustainability goals, improving engagement, and fostering a culture of responsibility [46–48]. For example, organizations adopting eco-friendly HR practices have reported not only a reduction in operational costs but also higher employee satisfaction due to perceived ethical alignment [32–34]. Additionally, socially sustainable HR policies that prioritize diversity and inclusivity have been linked to increased innovation and team productivity [49,50]. A meta-analysis by Ren et al. (2018) highlighted the positive impact of Sustainable Human Resource Management (SHRM) on sustainability metrics and employee retention [51].

Despite these benefits, challenges persist in scaling SHRM practices globally due to variations in regulatory environments, cultural attitudes, and resource availability, particularly in developing economies [52,53].

2.5. Literature Gap

A critical review of existing theories and models in sustainable human resource management (SHRM) reveals significant fragmentation and limitations. The Green HRM framework, while advancing environmental practices, often operates in isolation from social and economic dimensions, focusing primarily on ecological impacts without addressing equity or profitability [1,19,54]. Similarly, inclusivity-oriented HR models excel in promoting diversity and equity but frequently neglect the environmental consequences of HR practices, such as resource-intensive policies or high-emission operations [9,33]. This siloed approach creates disjointed strategies that fail to leverage synergies between sustainability dimensions, limiting their potential to drive comprehensive organizational change [55,56].

Further, the existing literature largely overlooks the dynamic interplay between ecological and inclusivity principles in HRM. Studies often focus on single dimensions of sustainability, such as Green HRM or diversity management, without exploring their combined impact on organizational outcomes [19,57]. This lack of integration leads to theoretical and practical gaps, particularly in addressing the challenges of implementing sustainability in diverse organizational contexts [58,59]. Moreover, most models fail to provide actionable guidelines for organizations to align HR practices with the United Nations' Sustainable Development Goals (SDGs) [55,56].

This research employs both a systematic literature review (SLR) and a critical literature review (CLR) to address these gaps. A systematic literature review is a structured methodology designed to identify, evaluate, and synthesize relevant studies systematically, ensuring comprehensive coverage and minimizing bias [60]. It focuses on answering specific research questions using predefined inclusion criteria and rigorous data extraction processes. In contrast, a critical literature review involves a more interpretative and evaluative approach, examining the strengths, weaknesses, and gaps in existing theories and models [61].

In this study, the SLR was utilized to map existing frameworks in SHRM, whereas the CLR was applied to critique their limitations and inform the development of the proposed conceptual model.

The identified gaps underscore the urgent need for a holistic conceptual model that integrates ecological, social, and economic sustainability in HRM. Such a framework would bridge existing silos by aligning Green HRM with inclusivity practices, creating a cohesive strategy to enhance employee engagement, organizational resilience, and long-term sustainability metrics [52,62]. Addressing these gaps is critical to advancing SHRM as a driver of innovation and sustainability, enabling organizations to effectively balance profitability, inclusivity, and environmental stewardship.

To further strengthen the methodological rigor of this study, both systematic literature review (SLR) and critical literature review (CLR) methodologies were employed. SLR offers a structured and transparent process to identify, evaluate, and synthesize relevant studies, ensuring comprehensive coverage of the literature. It emphasizes predefined inclusion and exclusion criteria to reduce bias and provide a systematic overview of existing research [63,64]. This approach was instrumental in mapping the thematic patterns and key frameworks within SHRM.

In contrast, CLR provides an interpretative and evaluative lens, allowing for a deeper analysis of the strengths, limitations, and gaps within existing theories and models. CLR enables researchers to critique theoretical inconsistencies, identify underexplored areas, and highlight opportunities for advancing knowledge. In this study, CLR was used to scrutinize the integration of ecological and inclusivity dimensions in HRM, revealing critical intersections and divergences that informed the proposed conceptual model [65,66].

By combining SLR and CLR, this research achieves a balanced and rigorous exploration of the SHRM landscape. The dual approach ensures that the conceptual model is grounded in comprehensive evidence while also addressing theoretical and practical gaps. This integration strengthens this study's contribution to advancing SHRM as a strategic framework for achieving sustainability in diverse organizational contexts.

2.6. Summary of Literature and Definitions

This section consolidates key definitions and summarizes the reviewed literature, highlighting critical insights and gaps that inform the proposed framework.

Definitions

- Sustainability in HRM: the integration of environmental, social, and economic sustainability principles into HRM practices to achieve organizational goals while addressing broader societal and ecological needs [19,65,67].
- Green HRM: practices that focus on minimizing the environmental impact of HR activities, such as energy efficiency, waste reduction, and eco-friendly recruitment [68]. These practices align organizational strategies with global environmental standards, such as the United Nations' Sustainable Development Goals (SDGs).
- Inclusivity: ensuring equity, diversity, and the inclusion of underrepresented groups within organizational policies and practices to enhance social cohesion and innovation [62,69,70]. This concept also emphasizes addressing systemic barriers in workplaces and promoting equal opportunities through robust diversity policies.

Literature Summary

- Ecological Theory and HRM: the literature on Green HRM emphasizes environmental practices as integral to sustainability. However, the existing studies predominantly focus on operational measures like waste management and energy savings, lacking a broader integration with social dimensions such as inclusivity [71–74].
- Inclusivity Theory: inclusivity is often discussed in the context of diversity management and equity policies. While significant progress has been made in understanding its impact on organizational innovation, its role in sustainability remains underexplored [7,71].
- Sustainable HRM (SHRM): research on SHRM explores its potential for integrating environmental, social, and economic goals. However, few studies provide actionable strategies for combining ecological and inclusivity principles to achieve comprehensive sustainability [19,75,76].

Key Insights from Literature

- Integration Challenges: ecological and inclusivity theories have evolved as separate domains, resulting in a fragmented understanding of their combined potential [71,77].
- Stakeholder Demands: increasing emphasis from stakeholders, particularly millennials and Gen Z employees, underscores the need for HRM practices that address both environmental and social sustainability [78].

Research Gaps and Contributions

- Gap in the Literature: there is a limited integration of ecological and inclusivity dimensions within SHRM frameworks [71].
- Proposed Contribution: this study addresses this gap by introducing a holistic framework that combines Green HRM and inclusivity principles.
 - Theoretical Contribution: it expands the sustainable HRM literature by integrating two underexplored dimensions—ecology and inclusivity—into a unified framework.

- Practical Contribution: it provides actionable strategies for organizations to design HRM policies that balance environmental sustainability, social inclusivity, and economic performance.

3. Research Methodology

3.1. Research Approach

This study employs a conceptual research approach, utilizing a systematic literature review to address existing gaps in sustainable human resource management (SHRM). Conceptual research focuses on synthesizing existing theories and empirical findings to construct a novel theoretical framework, without relying on primary data collection [79]. This method is particularly effective for exploring complex and multifaceted topics like SHRM, where the fragmented literature necessitates a comprehensive review and integration of knowledge.

The research process involves the systematic collection and analysis of secondary data using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure methodological rigor and transparency [80]. Data were sourced from reputable academic databases, including Scopus, Web of Science, and ScienceDirect, with searches conducted using keywords such as “Sustainable HRM”, “Green HRM”, “Inclusivity in HRM”, and “Organizational Sustainability”. The inclusion criteria focused on peer-reviewed articles, books, and authoritative reports published in the last five years to ensure the relevance and currency of the findings.

The data extraction process identified key themes, patterns, and gaps across three primary dimensions: economic, social, and environmental sustainability in HRM practices. Table 1 summarizes the main findings from 22 key references in the reviewed literature, highlighting key themes, identified gaps, and their contributions to the proposed conceptual framework. Through iterative analysis, this study synthesized these findings into a conceptual framework that integrates Green HRM and inclusivity theories, addressing the fragmented approaches in the existing literature [56,81]. By leveraging an expanded systematic literature review, this research ensures a robust foundation for theoretical contributions and practical implications in advancing SHRM.

Table 1. Summary of main findings from the reviewed literature.

Dimension	Key Themes	Identified Gaps	Contribution to Framework	Source
Economic Sustainability	Cost reduction, productivity improvement	Limited focus on balancing profitability with environmental/social dimensions	Integration of economic goals with Green HRM and inclusivity strategies	[62,71,82–86]
Social Sustainability	Diversity, equity, employee well-being	Lack of frameworks that address inclusivity and ecological sustainability simultaneously	Development of dual-focus HRM practices promoting inclusivity and sustainability	[52,71,87–91]
Environmental Sustainability	Eco-friendly recruitment, energy efficiency policies	Siloed approaches that neglect inclusivity and economic considerations	Comprehensive strategies combining Green HRM with broader sustainability goals	[1,51,62,77,82,83,87,92]

3.2. Data Collection

This study relies primarily on secondary data from peer-reviewed journal articles to develop a comprehensive understanding of sustainable human resource management (SHRM). Peer-reviewed journals provide a robust theoretical and empirical foundation, ensuring that the analysis is grounded in high-quality and credible literature. To ensure methodological rigor, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines were applied exclusively to the selection of journal articles.

The literature search was conducted across reputable academic databases, such as Scopus, Web of Science, and ScienceDirect, using predefined keywords including “Sustainable HRM”, “Green HRM”, “Inclusivity in HRM”, and “Organizational Sustainability”. The PRISMA process involved four stages:

- (1) Identification of potential studies (n = 500).
- (2) Screening for duplicates and irrelevance (n = 350).
- (3) Assessing eligibility based on inclusion criteria (n = 200).
- (4) Selecting final articles for analysis (n = 149).

These 149 journal articles form the core dataset for this study and serve as the primary source for thematic and empirical insights, as summarized in Table 1, which now includes 22 key references. Figure 1 presents the PRISMA flow diagram, illustrating the systematic process used for selecting these journal articles, with a focus on identifying key themes and gaps as shown in Table 1.

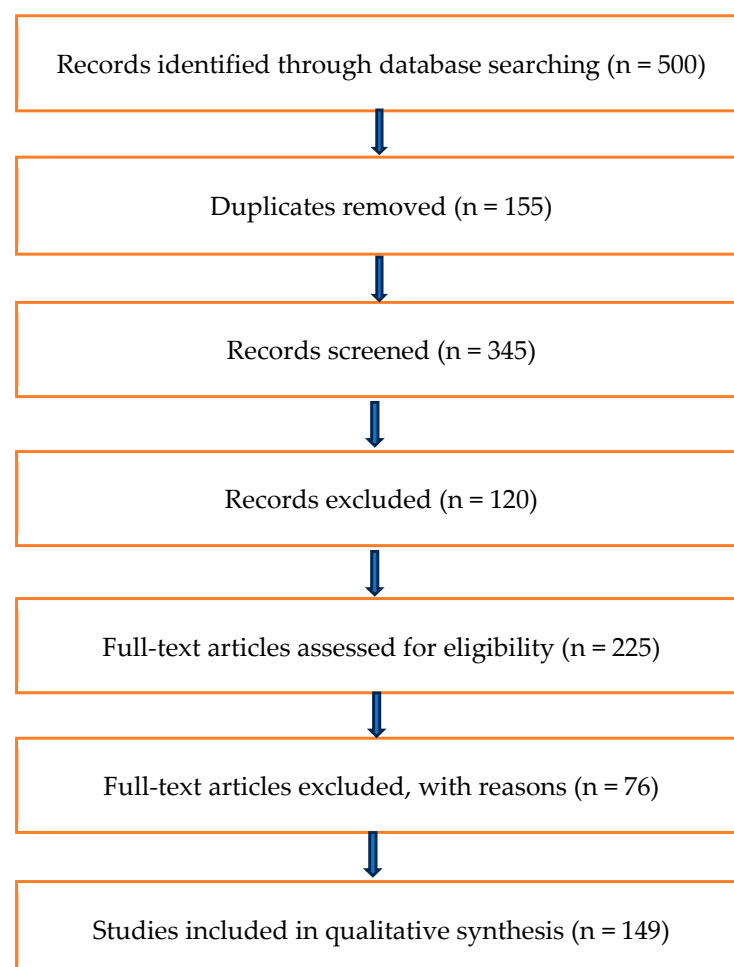


Figure 1. PRISMA flow diagram illustrating the literature selection process.

To ensure methodological rigor and the relevance of data, the literature selection followed specific inclusion and exclusion criteria:

1. Inclusion Criteria:

- Peer-reviewed articles published in Q1 or Q2 journals between 2019 and 2023.
- Research focusing on Green HRM, inclusivity, or SHRM with measurable impacts on organizational sustainability and performance.
- Reports from globally recognized institutions, such as ILO, UNDP, and Deloitte, published during the same time frame.

2. Exclusion Criteria:

- Articles published before 2019, unless they are seminal works foundational to the theoretical framework.
- Publications not indexed in academic databases such as Scopus or Web of Science.
- Studies lacking empirical evidence or clear methodologies.

While the systematic literature review (SLR) provided a structured foundation by synthesizing large volumes of data, a critical literature review (CLR) approach was employed to analyze the selected articles in depth. The SLR ensured comprehensive coverage and transparency in identifying relevant studies, while the CLR allowed for interpretative evaluation of theoretical gaps, methodological limitations, and underexplored intersections in SHRM research. By combining these methodologies and expanding the scope of the literature reviewed, as reflected in Table 1, this study achieved both breadth and depth in its analysis, enhancing the reliability and relevance of the findings.

In addition to journal articles, industry reports, organizational publications, and books were incorporated to provide practical insights and broader theoretical perspectives. These sources were not part of the PRISMA process but were carefully selected based on their relevance to this study's objectives. Reports from globally recognized institutions, such as the International Labour Organization (ILO) and the United Nations Development Programme (UNDP), were particularly valuable in contextualizing the practical implications of SHRM.

By focusing on publications from 2019 to 2023 for the core dataset, while selectively integrating additional sources, this study ensures that its findings are informed by the most recent and relevant contributions to the field of SHRM.

3.3. Model Development Process

The development of the conceptual model in this study adopts a structured approach, synthesizing theories and the literature with rigorous theoretical validation. The model-building process integrates key insights from Green HRM, inclusivity, and sustainable human resource management (SHRM) to address identified gaps in the literature, as summarized in Table 1. This synthesis focuses on aligning the ecological, social, and economic dimensions of sustainability to propose a holistic framework [52,62].

The first step involves synthesizing theoretical foundations and empirical findings. By reviewing the high-impact literature from 2019 to 2023, as reflected in the 22 references summarized in Table 1, this study identifies critical themes and patterns that inform the proposed framework. For example, Green HRM practices such as eco-friendly recruitment and energy-efficient workplace policies are combined with inclusivity-focused strategies like equitable performance appraisals and diversity training. This integration allows the model to address both the environmental and social dimensions of SHRM while ensuring economic feasibility [9,48].

The second step focuses on testing the logical coherence and theoretical validity of the model. The proposed framework is assessed against well-established principles of sustain-

ability, such as the Triple Bottom Line and the United Nations' Sustainable Development Goals (SDGs). Logical consistency is ensured by mapping the interrelationships between key constructs, as informed by the expanded literature summarized in Table 1, such as the impact of inclusivity on employee engagement and the role of Green HRM in reducing operational costs [93,94]. This iterative process refines the model to ensure its applicability and relevance across diverse organizational contexts.

By combining theoretical synthesis with logical validation, this study proposes a comprehensive conceptual model that addresses the fragmented approaches in the existing literature. The framework aims to guide future empirical research and provide actionable insights for organizations striving to align their HRM practices with sustainability objectives.

4. Development of the Conceptual Model

4.1. Key Components of the Model

Sustainability

The conceptual model proposed in this study integrates three interdependent dimensions: ecological, inclusive, and sustainability. These dimensions address the gaps in existing frameworks by providing a holistic approach that aligns HRM practices with organizational sustainability goals and broader societal imperatives.

4.1.1. Ecological Dimension

The ecological dimension incorporates Green HRM practices aimed at minimizing environmental impacts while fostering long-term sustainability. Core practices include eco-friendly recruitment processes, digital HR workflows, and policies that promote energy efficiency and waste reduction [48,52].

Resource Efficiency:

Organizations adopting digital HR platforms, such as virtual onboarding and training systems, significantly reduce paper usage and the carbon footprint associated with in-person processes. For example, shifting to e-recruitment platforms has been reported to cut paper consumption by 40%, while cloud-based HR management systems streamline operations and reduce energy costs [95,96].

Waste Management:

Efforts in waste reduction include initiatives like recycling programs in office spaces and promoting the use of energy-efficient equipment. Companies like Patagonia have implemented zero-waste policies, achieving a 25% reduction in operational waste while maintaining high levels of employee satisfaction [62,97].

By implementing these strategies, organizations align their HR practices with global ecological targets, such as the Paris Agreement and the United Nations' Sustainable Development Goals (SDGs).

4.1.2. Inclusive Dimension

The inclusive dimension emphasizes diversity, equity, and inclusion (DEI) as fundamental aspects of HRM. Key practices include equitable hiring processes, performance evaluations that account for diverse employee backgrounds, and anti-bias training to address systemic inequities [98,99].

Gender Equity:

Programs aimed at promoting gender balance in leadership positions have shown measurable results. For example, Unilever's 'Opportunities for Women' initiative has increased female representation in leadership roles by 30% while addressing pay disparities [100,101].

Community Engagement:

Engaging with local communities through HR initiatives, such as mentorship programs and scholarships for underrepresented groups, strengthens organizational ties with society. Microsoft's CSR programs integrate inclusivity into their strategy, creating career pathways for individuals from marginalized communities while enhancing corporate reputation [32,102,103].

These practices not only foster psychological safety and improve employee engagement but also position organizations as leaders in inclusivity, attracting diverse talent in competitive labor markets.

4.1.3. Sustainability Dimension

The sustainability dimension serves as the integrative layer, balancing organizational performance with employee well-being and environmental stewardship. This dimension emphasizes creating synergies between Green HRM and DEI practices to achieve a triple-bottom-line impact: economic viability, social equity, and environmental responsibility [104].

Flexible Work Policies:

Flexible arrangements, such as remote work and compressed workweeks, reduce commuting-related emissions while improving employee work-life balance. For instance, companies implementing hybrid work models have reported a 15% drop in operational costs and a corresponding increase in employee satisfaction [105,106].

Organizational Resilience:

Sustainable HRM practices, such as adaptive workforce planning and continuous employee development programs, enable organizations to respond effectively to economic, social, and ecological challenges. A study by Deloitte (2022) highlights that organizations with integrated sustainability goals exhibit 20% greater resilience during economic downturns [107,108].

By focusing on this holistic balance, the model ensures that sustainability objectives are achieved without sacrificing employee welfare or organizational competitiveness.

Together, these three dimensions provide a comprehensive framework for sustainable HRM (SHRM). By aligning ecological, inclusive, and sustainability goals, the model addresses fragmented approaches in the existing literature and offers actionable insights for organizations aiming to integrate HRM practices with sustainability objectives.

4.2. Integration of Ecological and Inclusive Perspectives

Integrating ecological and inclusive perspectives in sustainable human resource management (SHRM) creates a synergistic framework for addressing the environmental, social, and economic dimensions of sustainability. Ecological theory emphasizes the interdependence between organizational activities and their environmental impacts, while inclusivity focuses on equity and diversity within organizational systems [9,16]. The alignment of these perspectives ensures that sustainability initiatives in HRM promote not only environmental conservation but also equitable access to resources and opportunities.

Figure 2 presents the structural conceptual model illustrating the integration of ecological and inclusivity dimensions within the SHRM framework.

The diagram illustrates the key components and interaction points of the proposed model, highlighting how ecological and inclusive perspectives align to create a cohesive framework for sustainable HRM (SHRM). This integration addresses gaps in the existing literature and supports the development of HRM practices that balance environmental, social, and economic objectives.

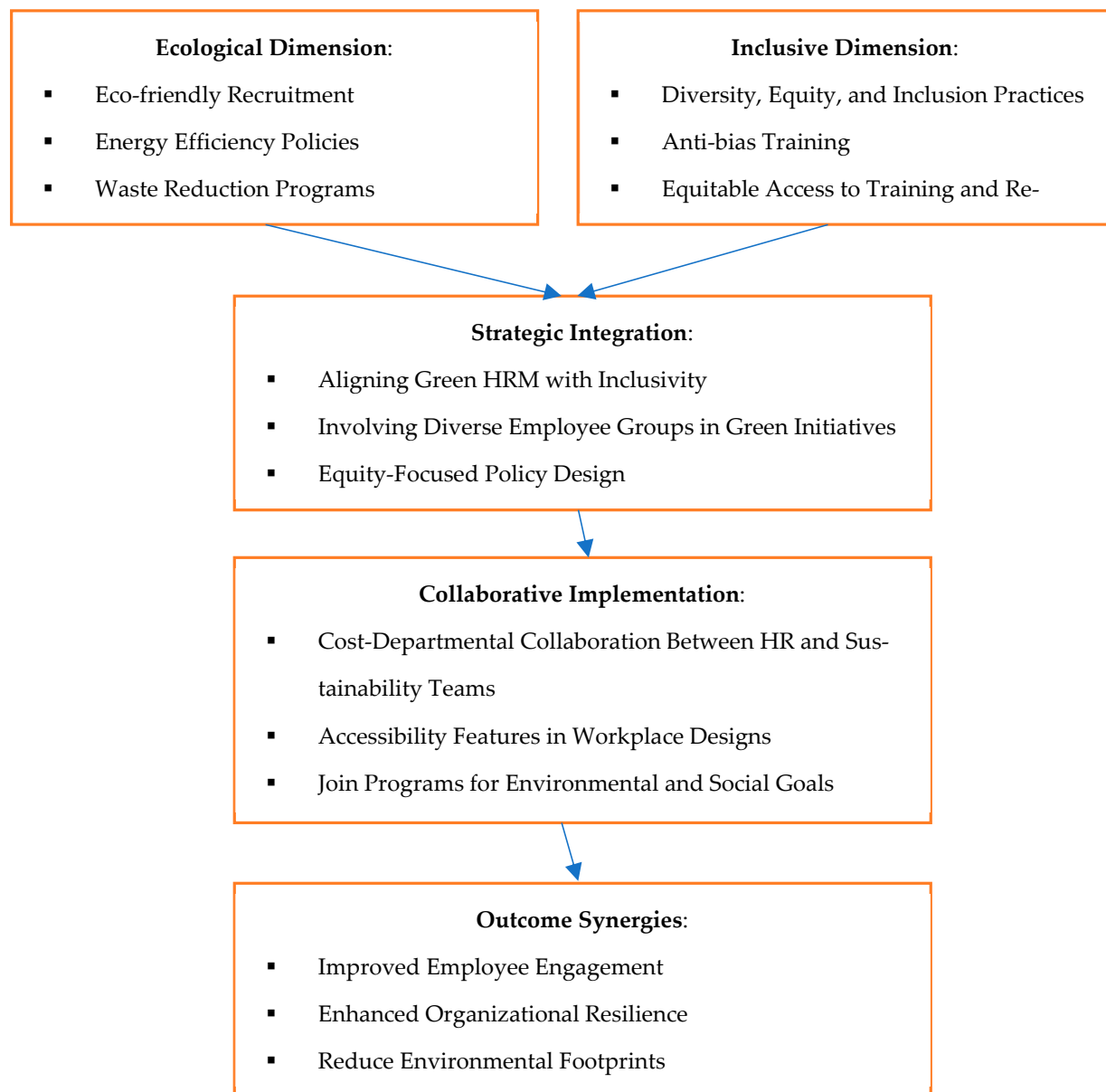


Figure 2. Conceptual model integrating ecological and inclusive perspectives in SHRM.

4.2.1. Theoretical Linkages Between Ecology and Inclusivity

Ecological and inclusivity theories intersect in their shared focus on system-wide balance and equity. Green HRM, for instance, incorporates ecological principles through eco-friendly recruitment, waste reduction policies, and green training initiatives. Inclusivity ensures these practices benefit a diverse workforce by addressing systemic barriers such as unequal access to technology or training opportunities [23,84].

For example, implementing remote work policies can reduce environmental impacts but must also consider the specific needs of employees with disabilities or limited access to digital resources [109,110]. This interplay creates a balanced HRM approach that aligns ecological goals with social equity, supporting the Triple Bottom Line and the United Nations' Sustainable Development Goals (SDGs).

4.2.2. Framework for Interaction

To operationalize this integration, the proposed framework identifies three critical interaction points between ecological and inclusive perspectives:

- Strategic Integration:

Organizations must develop policies that integrate Green HRM with inclusive practices. For example, green initiatives such as reducing office energy consumption can incorporate equity considerations by involving diverse employee groups in decision-making processes [54,71].

- Collaborative Implementation:

Cross-departmental collaboration is essential to align ecological and inclusivity goals. HR teams working with sustainability departments can design programs that simultaneously address environmental conservation and employee well-being. For instance, energy-efficient office designs can include accessibility features that accommodate employees with varying needs [111].

- Outcome Synergies:

By aligning ecological and inclusivity goals, organizations can achieve synergistic outcomes such as improved employee engagement, enhanced innovation, and reduced environmental footprints. Studies indicate that inclusive workplaces implementing Green HRM practices report higher organizational resilience and long-term profitability [71].

This framework enables organizations to integrate ecological and inclusive perspectives effectively, creating HRM practices that address global sustainability goals while fostering equity and innovation within the workforce. The proposed model provides a pathway for organizations to balance environmental responsibility with social and economic objectives, ensuring long-term sustainability.

4.2.3. Critical Analysis of the Proposed Model

The proposed model addresses key limitations in existing frameworks by integrating ecological and inclusive dimensions into a cohesive framework for sustainable HRM (SHRM). Traditional Green HRM practices often lack inclusivity considerations, leading to siloed approaches that overlook the needs of diverse employee groups. Similarly, inclusivity frameworks frequently fail to account for environmental sustainability, limiting their broader organizational impact.

Strengths of the Model:

- (1) Holistic Approach:

The integration of ecological and inclusive dimensions ensures that sustainability initiatives address environmental, social, and economic goals simultaneously.

- (2) Practical Application:

The model provides actionable strategies for organizations to implement Green HRM and inclusivity practices in tandem, such as developing energy-efficient yet inclusive workplace policies.

Challenges and Limitations:

- (1) Scalability:

The model may face challenges in being scaled across industries and organizations, particularly in resource-constrained settings. For example, smaller organizations may struggle to implement both ecological and inclusivity initiatives simultaneously due to limited financial or human resources.

- (2) Contextual Adaptability:

Cultural and regulatory differences across regions may impact the feasibility of adopting the model. Customization is necessary to address these contextual factors effectively.

Future Directions. Further research should explore how the proposed model can be adapted to various organizational contexts and industries. Empirical validation of the model's effectiveness in achieving sustainability goals while fostering equity will also be critical to its broader adoption.

4.3. Model Implications

The proposed conceptual model integrating ecological and inclusive perspectives delivers significant theoretical and practical implications for sustainable human resource management (SHRM). By addressing fragmentation in the existing literature and practices, this model provides a unified framework that aligns sustainability goals with organizational strategies and employee well-being.

4.3.1. Theoretical Implications

The model offers a novel contribution to SHRM theory by synthesizing ecological and inclusive dimensions within a single framework. This integration fills a critical gap in the literature, where environmental and social sustainability have often been treated as separate domains. By incorporating Green HRM and diversity, equity, and inclusion (DEI) principles, the model expands the theoretical understanding of how sustainability can be operationalized through HRM [48,112].

This framework builds upon the Triple Bottom Line and ecological systems theory, providing a comprehensive lens to analyze the interplay between environmental responsibility, social equity, and organizational performance [113]. Additionally, the inclusion of employee engagement as a mediating variable highlights the pathway through which integrated Green HRM and DEI practices influence sustainability outcomes, such as organizational resilience and reduced turnover. For example, empirical studies have shown that organizations adopting Green HRM practices experience a 25% reduction in operational costs while simultaneously increasing employee retention rates by 15% [62,114,115].

Furthermore, the model identifies cultural context as a moderating variable, recognizing its critical role in shaping the effectiveness of sustainability initiatives.

Cultural norms, values, and practices can significantly influence the adoption and implementation of Green HRM and inclusivity strategies, making this moderating variable essential for understanding cross-regional differences in SHRM practices. Evidence from cross-cultural studies indicates that organizations adapting SHRM strategies to align with local cultural norms achieve higher success rates in implementing sustainability initiatives [71,116,117].

By offering a basis for empirical testing, this framework creates opportunities for further research to validate its adaptability across industries and cultures. It also establishes a platform for future theoretical advancements in SHRM by emphasizing the interconnectedness of sustainability dimensions.

4.3.2. Practical Implications

The practical implications of this model are equally profound, providing actionable guidance for organizations seeking to align their HRM practices with sustainability objectives. The key practical contributions include the following:

- **Policy Formulation:**

Organizations can leverage the model to design integrated HR policies that address both environmental and social goals. For instance, diversity-focused green training programs can educate employees on sustainability while fostering cultural competence [66,118]. A case study of multinational organizations revealed that such programs led to a 20%

improvement in team innovation metrics and enhanced alignment with sustainability objectives [119,120].

- **Employee Engagement and Retention:**

By fostering a sense of belonging through inclusive policies and demonstrating environmental commitment through Green HRM, organizations can enhance employee satisfaction, engagement, and loyalty. Employee engagement acts as a mediating variable, linking inclusive Green HRM practices to improved organizational performance and sustainability outcomes. Research shows that inclusive workplaces integrating Green HRM practices experience a 25% increase in employee engagement, directly contributing to higher retention rates and organizational resilience [62,119].

- **Performance Metrics:**

The model emphasizes the importance of aligning HRM practices with measurable sustainability indicators, such as carbon footprint reduction, workforce diversity metrics, and employee well-being scores. Empirical evidence indicates that organizations with integrated SHRM practices report a 15% reduction in carbon emissions alongside a 10% improvement in workforce diversity indices over three years [121]. This alignment provides organizations with a tangible pathway to achieve the United Nations' Sustainable Development Goals (SDGs) while enhancing organizational reputation [19,56].

- **Adaptability in Diverse Contexts:**

The framework offers flexibility for application across industries and regions, enabling organizations to tailor strategies to their specific environmental, social, and economic challenges. The moderating effect of cultural context ensures that organizations can adapt the model to align with local norms and practices. For example, in developing economies, SHRM practices tailored to local cultural dynamics have demonstrated a 30% higher adoption rate compared to standardized approaches [52,113,122].

By bridging theoretical insights with practical applications, the proposed model equips organizations and researchers with the tools to address the complex challenges of sustainable workforce management. This dual contribution not only advances the academic field but also empowers organizations to operationalize sustainability in ways that are both impactful and scalable.

5. Discussion

5.1. Theory Validation

The proposed conceptual model, integrating ecological and inclusive perspectives, demonstrates theoretical robustness and practical relevance by addressing the fragmentation in the existing sustainable human resource management (SHRM) literature. By aligning Green HRM and diversity, equity, and inclusion (DEI) principles, the model establishes a cohesive framework for organizations to achieve sustainability objectives while fostering innovation and resilience.

5.1.1. Consistency with Existing Literature

The model aligns with foundational theories such as the Triple Bottom Line and ecological systems theory, emphasizing the interconnectedness of environmental, social, and economic dimensions [94]. Green HRM practices, including digital HR processes and eco-friendly recruitment, are consistent with prior research highlighting ecological imperatives [107,108].

Moreover, the inclusion of DEI principles complements the literature on social sustainability, which underscores the role of inclusivity in improving employee engagement and organizational performance [9,123]. For example:

- **Green HRM and Employee Well-being:** Organizations implementing eco-friendly practices report higher employee satisfaction and alignment with corporate social responsibility goals [87,124]. For instance, ref. [124] highlights that eco-friendly HRM initiatives not only reduce environmental footprints but also boost employee morale and retention. A longitudinal study found that companies adopting Green HRM practices reduced operational costs by 15% while simultaneously improving employee retention rates [62,115].
- **Inclusivity and Innovation:** Inclusive workplaces integrating DEI and sustainability initiatives experience improved collaboration, adaptability, and innovation [125,126]. For example, ref. [125] demonstrates that inclusive HRM policies fostering diversity and equity are directly linked to higher levels of creativity and team innovation. Empirical evidence indicates that organizations with strong DEI policies see a 20% increase in team innovation over a three-year period, showcasing the synergistic benefits of inclusivity and sustainability, and [127–129] further validate the theoretical foundations of the model; empirical evidence highlights that organizations integrating Green HRM and DEI practices report measurable outcomes across key metrics. For instance, a recent study found that companies adopting inclusive sustainability policies observed a 10% reduction in turnover rates and a 25% improvement in innovation metrics over five years [130,131]. These findings emphasize the strategic importance of combining ecological and inclusive practices in achieving organizational sustainability.

The model's novelty lies in its operationalization of the interaction between ecological and inclusive dimensions, addressing gaps in the SHRM literature by offering a unified approach. This integrated framework not only enhances theoretical coherence but also provides actionable insights for organizations seeking to align HRM practices with sustainability objectives.

5.1.2. Relevance to Organizational Contexts

The practical relevance of the model is evident in its adaptability to diverse organizational settings and alignment with global sustainability standards. The framework provides actionable strategies for integrating Green HRM and DEI practices, as supported by findings summarized in Table 1, ensuring applicability across industries and cultures. Key practical contributions include the following:

- **Policy Integration:** inclusive green HR policies balance environmental goals with equity, such as hybrid work policies reducing emissions while addressing accessibility needs [132–134].
- **Resilience and Adaptability:** inclusive sustainability practices enhance organizational capacity to respond to external pressures, such as market shifts or regulatory changes [27,107,135].
- **Alignment with SDGs:** the model supports measurable outcomes in workforce diversity, well-being, and environmental conservation, contributing to the United Nations' SDGs [19,113].

Empirical evidence, drawn from the literature summarized in Table 1 and additional studies, highlights the adaptability of SHRM practices in diverse organizational contexts. For example, a longitudinal study found that multinational corporations implementing inclusive Green HRM policies achieved a 15% increase in workforce diversity indices and a 20% reduction in carbon emissions over three years [136,137]. These findings reinforce the practical utility of the model, demonstrating its capacity to align sustainability objectives with organizational strategies effectively. Furthermore, the integration of DEI principles into Green HRM initiatives fosters a culture of innovation and resilience, enabling organizations to thrive amid shifting global challenges.

5.1.3. Contributions to Research and Practice

By providing a foundation for future research, this model enables scholars to test its applicability across organizational contexts, as informed by the key themes and gaps summarized in Table 1. Practitioners benefit from actionable strategies to align HR practices with sustainability objectives, which are supported by empirical evidence, enhancing employee engagement and organizational reputation. The inclusion of ecological and inclusivity dimensions offers a novel theoretical lens for analyzing sustainability within HRM, addressing gaps in existing frameworks and providing a pathway for empirical validation.

Empirical studies, including those summarized in Table 1, suggest that organizations adopting SHRM practices report measurable improvements in workforce diversity and operational sustainability, such as a 20% increase in employee productivity and a 15% reduction in carbon emissions over three years [52,75,136]. These findings emphasize the potential of SHRM to serve as a strategic tool for addressing modern organizational challenges while meeting global sustainability benchmarks. By bridging theoretical advancements with practical applications, as highlighted by key themes in Table 1, this model equips both researchers and practitioners with the insights needed to foster innovation, resilience, and sustainability in HRM practices.

5.2. Research Limitations

Despite offering a novel framework for integrating ecological and inclusive perspectives within sustainable human resource management (SHRM), this study faces several limitations that highlight areas for further exploration and improvement. These limitations stem primarily from methodological constraints, the conceptual nature of the model, and the absence of empirical validation.

5.2.1. Dependence on Secondary Literature

This study relies exclusively on secondary literature as its primary data source, summarized in Table 1, which includes 22 key references representing diverse themes in Green HRM and DEI. While this approach ensures a comprehensive and systematic review of existing theories and studies, it inherently lacks the depth and contextual specificity provided by primary data collection.

Consequently, certain nuances—such as how Green HRM and DEI interact within specific organizational contexts—remain underexplored, despite insights provided by the 22 references summarized in Table 1 [79].

Moreover, much of the reviewed literature originates from developed economies, which may limit the model's applicability in emerging markets. Organizational priorities, resource availability, and cultural dynamics in these regions often differ significantly, creating challenges in generalizing the model across diverse socio-economic contexts [138–140]. For instance, while Green HRM practices may emphasize eco-friendly recruitment in resource-rich regions, organizations in developing economies may struggle with the basic implementation of such initiatives due to infrastructural constraints [115,141,142]. These disparities emphasize the need for empirical studies that examine the model's relevance across varying economic and cultural landscapes.

5.2.2. Need for Empirical Validation

As a conceptual framework, the model necessitates empirical testing to validate its assumptions and evaluate its practical utility. Future research should focus on exploring the model's adaptability and effectiveness across multiple dimensions. For example, the integration of Green HRM and DEI practices could be tested in industries such as manufacturing, technology, and healthcare to assess variations in outcomes.

Additionally, the impact of these practices on employee engagement, well-being, and organizational performance remains an important area for empirical exploration. Metrics such as turnover rates, workforce diversity, and environmental impact can provide valuable insights into the model's long-term benefits [130,143]. The findings would help establish a stronger foundation for implementing SHRM practices across different sectors and organizational contexts.

While evidence supports the positive impacts of SHRM on organizational outcomes, longitudinal studies are required to validate these effects across diverse cultural and industrial contexts. For example, studies exploring the sustainability of SHRM practices over a five-year period could provide critical insights into their long-term implications, such as maintaining employee engagement and reducing environmental footprints [52,65]. These studies would also address existing gaps by examining how local cultural dynamics and industry-specific challenges influence the adoption and effectiveness of SHRM practices.

5.2.3. Challenges in Longitudinal Studies

The absence of longitudinal data presents another limitation in this research. Sustainability and inclusivity are inherently dynamic constructs that evolve alongside changes in organizational priorities, regulatory environments, and workforce expectations. Without longitudinal analysis, it becomes challenging to assess the long-term implications of adopting the proposed model [144,145].

For instance, evaluating how employee engagement or environmental impact metrics shift over several years could offer deeper insights into the resilience of organizations implementing the model. Such studies would also help identify potential barriers or unintended consequences that might emerge over time [146].

5.2.4. Future Research Directions

To address these limitations, future research should embrace a more diverse and interdisciplinary approach. Adopting mixed methods that combine quantitative and qualitative analyses would provide a more holistic understanding of the model's applicability. For example, surveys could quantify employee outcomes, while in-depth case studies capture the complexities of implementing SHRM practices in real-world settings [147].

Moreover, cross-cultural research is essential to uncover how regional norms and values influence the adoption of ecological and inclusive HRM practices. Comparative studies across regions can provide valuable insights into both universal principles and localized adaptations of the model [148].

Expanding the framework to include additional dimensions—such as the role of technology, leadership styles, and global supply chain impacts—could further enhance its comprehensiveness and relevance. Finally, integrating advancements in digital tools and artificial intelligence offers an exciting avenue for optimizing Green HRM and DEI practices, streamlining processes while fostering sustainability at scale [149,150].

By addressing these limitations and pursuing these research directions, scholars and practitioners can build a stronger theoretical foundation for SHRM. This would not only advance the academic discourse but also equip organizations with the tools needed to address contemporary sustainability challenges effectively.

5.3. Recommendations for Future Research

The proposed conceptual model provides a foundation for advancing both theoretical and practical insights into sustainable human resource management (SHRM). However, as with any conceptual framework, further research is necessary to refine and validate its applicability across diverse organizational and cultural contexts. This section outlines

key directions for future studies to enhance the model's robustness, address identified limitations, and explore new dimensions of sustainability in HRM.

5.3.1. Empirical Validation of the Model

Empirical studies are essential to test and validate the assumptions of the proposed conceptual model. These studies will help bridge the gap between conceptual frameworks and practical applications, offering insights into the model's effectiveness in achieving sustainability goals. The key research opportunities include the following:

- **Testing Across Industries:**
Investigating the model's adaptability and effectiveness across various sectors, such as manufacturing, technology, education, and healthcare. For instance, Green HRM practices like eco-friendly recruitment may yield different outcomes in resource-intensive industries compared to service-oriented sectors [69,151].
- **Cross-Cultural Research:**
Exploring the influence of cultural and regional differences on the integration of ecological and inclusive HRM practices. Comparative studies between developed and developing economies can reveal both universal and context-specific aspects of the model, providing deeper insights into its applicability [152–154].
- **Measuring Long-Term Outcomes:**
Conducting longitudinal studies to assess the sustainability and resilience of organizations implementing the model over time. Metrics such as employee engagement, turnover rates, environmental impact, and financial performance should be evaluated to capture the model's holistic benefits [52,62,65,155].
- **Integration with Quantitative and Qualitative Methods:**
Employing mixed-methods approaches that combine quantitative surveys and qualitative case studies. This methodology allows researchers to obtain measurable outcomes while capturing nuanced insights into the complexities and challenges of implementing the model.

5.3.2. Exploring Additional Dimensions

While the current model focuses on ecological and inclusive perspectives, future research should consider incorporating emerging dimensions that address evolving organizational challenges and opportunities. These additional dimensions could enhance the comprehensiveness and adaptability of the framework. The key areas include the following:

- **Technological Integration:**
Investigating the role of digital tools and artificial intelligence (AI) in optimizing Green HRM and DEI practices. For example, AI-driven recruitment systems can reduce resource wastage while promoting fairness and inclusivity in hiring processes. Technologies like predictive analytics and automation could also support sustainability by enhancing decision-making and reducing inefficiencies [150,156].
- **Employee Well-Being and Mental Health:**
Developing a dimension focusing on holistic employee well-being, including mental health, work-life balance, and resilience. Recognizing that sustainability extends beyond environmental and social considerations to include individual health is critical. Future studies could explore how Green HRM and DEI practices impact overall employee satisfaction and productivity.
- **Global Supply Chain Impact:**
Expanding the framework to examine the implications of SHRM practices on global supply chains. Multinational organizations can integrate sustainable HRM prac-

tices to address broader issues such as labor equity, compliance with international environmental standards, and the well-being of workers across supply networks [157].

- **Leadership and Organizational Culture:**
Exploring the role of leadership styles and organizational culture in facilitating the successful adoption of ecological and inclusive HRM practices. For instance, transformational leadership may champion sustainability initiatives, while a supportive organizational culture can foster employee engagement and alignment with sustainability goals [158–161].

5.3.3. Interdisciplinary and Global Collaboration

Future research should adopt an interdisciplinary approach, integrating insights from diverse fields such as environmental science, psychology, organizational behavior, and technology. These disciplines offer complementary perspectives that can enrich the theoretical foundation of sustainable human resource management (SHRM) while addressing its practical challenges.

Global collaboration among academics, practitioners, and policymakers is equally crucial for fostering innovative solutions. Partnerships at the international level can broaden the impact of SHRM practices by aligning them with global sustainability goals, such as the United Nations' Sustainable Development Goals (SDGs). Comparative studies across regions and industries can reveal both universal principles and context-specific adaptations, enabling organizations to implement tailored and effective sustainability strategies.

By pursuing these recommendations, researchers can deepen the theoretical scope and enhance the practical utility of the proposed model. Interdisciplinary and global efforts will not only advance SHRM as a critical academic discipline but also equip organizations with actionable tools to address contemporary sustainability challenges effectively.

6. Conclusions

6.1. Key Findings

This study introduces a conceptual model that integrates ecological and inclusive perspectives into sustainable human resource management (SHRM), addressing critical gaps in the literature and providing practical strategies for organizations. By combining Green HRM practices with diversity, equity, and inclusion (DEI) principles, the model offers a comprehensive framework for advancing sustainability objectives in contemporary organizational contexts.

The framework emphasizes three core dimensions:

- **Ecological Sustainability:** focused on reducing environmental impacts through practices such as eco-friendly recruitment, paperless workflows, and energy-efficient workplace designs.
- **Social Inclusivity:** enhancing equity and diversity through inclusive hiring, anti-bias training, and equitable performance management systems.
- **Integrated Sustainability:** aligning ecological and inclusivity goals to enhance organizational resilience, employee well-being, and long-term economic performance.

The proposed model bridges the often-disconnected dimensions of sustainability in HRM, offering a unified approach to achieving environmental, social, and economic objectives. This synthesis contributes to understanding how HR practices can support broader sustainability goals, such as those outlined in the United Nations' Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action) [48,162].

6.1.1. Contributions to Literature and Practice

Theoretical Contributions

- Integration of Dimensions: the model addresses fragmentation in the SHRM literature by integrating Green HRM and DEI principles, enhancing the theoretical understanding of how environmental and social sustainability can coexist within HR strategies [94,125].
- New Framework: it introduces a new conceptual framework operationalizing sustainability goals within HRM practices. This encourages further exploration of the interplay between ecological and social dimensions across diverse organizational contexts [163–165].

Practical Implications

- Actionable Guidance: the framework offers practical tools for embedding sustainability into HR practices, including the following:
 - Inclusive green training programs that educate employees on sustainability while fostering cultural competence.
 - Flexible work arrangements that reduce emissions while accommodating diverse employee needs [54,166].
- Global Alignment: by aligning with global standards like the SDGs, the model supports measurable progress in workforce diversity, employee well-being, and carbon footprint reduction [19,167,168].

Catalyst for Innovation and Resilience. The integration of ecological and inclusivity practices fosters innovation by leveraging diverse perspectives and creating resilient organizational systems capable of adapting to environmental and social changes [19,114,125,130,169]. This dual focus enhances not only employee engagement but also long-term competitiveness.

6.1.2. Implications for Future Research and Practice

While this study offers valuable insights, it also highlights the need for empirical validation of the proposed model. Future research should include the following:

- Sector-Specific Applications: exploring the model's adaptability in industries such as manufacturing, healthcare, and technology to address unique sustainability challenges.
- Longitudinal Studies: conducting studies to assess the long-term impact of integrating Green HRM and DEI practices on organizational outcomes, including employee engagement, retention, and resilience.
- Technological Integration: investigating the role of advanced technologies, such as artificial intelligence, in facilitating the implementation of sustainable HRM practices.

By advancing both theoretical and practical understanding, this model provides a foundation for future innovations in SHRM, offering a balanced approach for organizations to achieve environmental responsibility, social equity, and economic performance.

6.2. Recommendations for Future Research

This study presents a novel conceptual model integrating ecological and inclusive perspectives within SHRM, yet further research is necessary to refine its theoretical and practical dimensions. Key directions include the following:

- Empirical Validation: testing the model in various organizational contexts to evaluate its adaptability and effectiveness.

- Expansion of Dimensions: introducing new elements, such as technological innovations and employee well-being, to enrich the framework.
- Global Contextualization: exploring cross-cultural variations to understand how regional differences influence the integration of ecological and inclusive HRM strategies.

These efforts will enhance the robustness and applicability of SHRM frameworks, enabling organizations to align their HR practices with global sustainability objectives and foster a more inclusive and sustainable future.

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Abbreviations

The following abbreviations are used in this manuscript:

AI	Artificial intelligence
DEI	Diversity, equity, and inclusion
GHRM	Green human resource management
HRM	Human resource management
ILO	International Labour Organization
SDGs	Sustainable Development Goals
SHRM	Sustainable human resource management
TBL	Triple Bottom Line

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