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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 aims to bridge gaps in the literature and offer actionable strategies for organizations to align HR practices with sustainability goals. 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. It highlights opportunities for organizations to align HR strategies with global sustainability standards, such as the United Nations' Sustainable Development Goals (SDGs). 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 integrating ecological and inclusive dimensions into SHRM. It serves as a foundation for future empirical research and provides practitioners with strategies to achieve comprehensive sustainability outcomes.

Keywords: Sustainable Human Resource Management (SHRM); Green HRM; Diversity; Equity; and Inclusion (DEI); Ecological Sustainability; Social Inclusivity; Organizational Resilience; Sustainable Development Goals (SDGs)

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, including Indonesia, 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]. Thus, organizations must develop HRM practices that are not only environmentally friendly but also promote diversity and social well-being to achieve global sustainability goals.

Studies on Green HRM and inclusivity have evolved separately, but there is a lack of research that integrates these two dimensions into a holistic framework [1,7]. Previous research highlights that Green HRM focuses more on managing environmental impacts through energy efficiency and waste reduction [3,8] while inclusivity tends to emphasize cultural diversity and gender equality [9]. This gap in the literature underscores the need for an integrated approach to address complex sustainability challenges.

Furthermore, a survey by Deloitte Insights [10] revealed that 80% of millennial and Gen Z employees in Asia consider sustainability and inclusivity as critical factors in choosing their workplace. However, a report from the Asian Development Bank [11] states that only 30% of organizations in the Asian region have implemented sustainable HRM policies. With increasing demands from stakeholders for more inclusive and environmentally friendly HRM policies, this study aims to answer critical 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 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 has significant theoretical and practical contributions. Theoretically, it enriches the sustainable HRM literature by integrating two major dimensions—ecology and inclusivity—which have previously been underexplored together in a global context [4,5,7]. Practically, the study's findings provide guidance for organizations in designing HRM policies that balance environmental sustainability, social inclusivity, and economic performance. This research also supports the implementation of the Sustainable Development Goals (SDGs) and the principles of the Triple Bottom Line [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 [14]. 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) [10,15].

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 [16] 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 [17,18]. 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 [3,19]. 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 [20,21]. 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 [22–24]

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 [9,25]. 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 [26–28]

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 [26,29,30]. Furthermore, inclusivity enhances collaboration and problem-solving by leveraging diverse perspectives, contributing to improved performance metrics and competitive advantage [31,32]. A longitudinal study by [33–35] 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 [36,37]

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 [38]. 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 [38,39].

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 [40–42]. 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 [33–35]. Additionally, socially sustainable HR policies that prioritize diversity and inclusivity have been linked to increased innovation and team productivity [43,44]. A meta-analysis by Guerci et al. (2021) highlighted a 20–30% improvement in sustainability metrics and employee retention over five years in organizations that implemented SHRM. 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 [45,46]

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 [1,39,47]. 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 [9,34]. This siloed approach creates disjointed strategies that fail to leverage synergies between sustainability dimensions, limiting their potential to drive comprehensive organizational change [48,49].

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 [50,51] This lack of integration leads to theoretical and practical gaps, particularly in addressing the challenges of implementing sustainability in diverse organizational contexts [52,53]. Moreover, most models fail to provide actionable guidelines for organizations to align HR practices with the United Nations' Sustainable Development Goals (SDGs) [48,49].

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 [54,55] 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.

3. Research Methodology

3.1. Research Approach

This study adopts a conceptual research approach grounded in a systematic literature review to address identified gaps in the field of sustainable human resource management (SHRM). Conceptual research emphasizes the critical synthesis of existing theories and empirical findings to develop a novel theoretical framework or model without primary data collection [56]. This method is

particularly effective for exploring complex and multifaceted topics like SHRM, where 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 [57]. 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." 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. Through iterative analysis, the study synthesized these findings into a conceptual framework that integrates Green HRM and inclusivity theories, addressing the fragmented approaches in existing literature [49,58]. By leveraging a systematic literature review, this research ensures a robust foundation for theoretical contributions and practical implications in advancing SHRM.

3.2. Data Collection

This study employs secondary data sourced from peer-reviewed journal articles, books, industry reports, and organizational publications to build a comprehensive understanding of sustainable human resource management (SHRM). Peer-reviewed journals provide a robust theoretical and empirical foundation, while industry reports and organizational publications, such as those from the International Labour Organization (ILO) and United Nations Development Programme (UNDP), offer practical insights into sustainability practices in HRM. Books and reviews supplement the analysis by exploring broader theoretical frameworks and emerging trends in SHRM [59,60].

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.

Data collection adhered to PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency and replicability [57]. The literature search was conducted using predefined keywords, including "Sustainable HRM," "Green HRM," "Inclusivity in HRM," and "Organizational Sustainability." The process involved four stages: identification of potential studies, screening for duplicates and irrelevance, assessing eligibility based on inclusion criteria, and selecting final articles for analysis. By focusing on publications from 2019 to 2023, the study ensures that its findings are informed by the most recent and relevant contributions to the field.

The systematic approach allowed for the identification of thematic patterns, emerging trends, and persistent gaps in the literature, forming the foundation for the conceptual framework proposed in this research.

3.3. Model Development Process

The development of the conceptual model in this study follows a structured process involving the synthesis of theories and literature, supported by 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. This synthesis focuses on aligning the ecological, social, and economic dimensions of sustainability to propose a holistic framework [45,55].

The first step involves synthesizing theoretical foundations and empirical findings. By reviewing high-impact literature from 2019 to 2023, 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 [9,42].

The second step focuses on testing the logical coherence and theoretical validity of the model. The proposed framework is evaluated against established principles of sustainability, including the Triple Bottom Line and the United Nations' Sustainable Development Goals (SDGs). Logical consistency is ensured by mapping the interrelationships between key constructs, such as the impact of inclusivity on employee engagement and the role of Green HRM in reducing operational costs [14,61]. 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 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 [42,45]. For instance, adopting virtual training platforms not only reduces the carbon footprint associated with travel but also enhances accessibility for employees in remote areas [62,63]. Additionally, organizations that implement comprehensive Green HRM strategies have reported measurable benefits, such as a 20% reduction in operational costs and improved employee perceptions of corporate responsibility [55,64]. This dimension is essential in aligning 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 [65,66]. Research highlights that inclusivity enhances innovation by leveraging diverse perspectives and improves team performance by fostering psychological safety [67,68]. Moreover, inclusive workplaces contribute to higher employee engagement and retention, as individuals feel valued and supported [33,69]. Organizations that prioritize inclusivity also experience reputational gains, positioning themselves as employers of choice in increasingly competitive labor markets [70].

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 [71]. Flexible work policies, for example, reduce commuting-related emissions while enhancing employee work-life balance, thereby addressing both environmental and social goals [72,73]. Furthermore, sustainable HRM practices have been shown to enhance resilience in organizations, enabling them to adapt to economic, social, and ecological challenges [74,75]. 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 the fragmented approaches in existing literature and provides actionable insights for organizations seeking 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 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 [9,17]. The alignment of these perspectives ensures that sustainability initiatives in HRM promote not only environmental conservation but also equitable access to resources and opportunities.

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. However, inclusivity ensures these practices benefit a diverse workforce by addressing systemic barriers such as unequal access to technology or training opportunities [76,77]. 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 [78,79]. 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 [80,81].

- **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 [82].

- **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 [80].

  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.

4.3. 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 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 [42,83].

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 [84]. Furthermore, it encourages researchers to explore the synergistic effects of these dimensions, such as how inclusive Green HRM practices can simultaneously enhance employee engagement, reduce turnover, and achieve sustainability objectives [85,86].

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. Key practical contributions include:

- Policy Formulation:

  Organizations can leverage the model to design integrated HR policies that address both environmental and social goals. For example, inclusive Green HRM practices, such as diversity-focused green training programs, can simultaneously educate employees on sustainability and promote cultural competence [87,88].

- 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. This dual focus strengthens organizational resilience and reduces costs associated with turnover [55,89].

▪ 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. This alignment provides organizations with a tangible pathway to achieve the United Nations' Sustainable Development Goals (SDGs) while enhancing organizational reputation [20,49].

▪ 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. For example, in developing economies, the model can guide resource-efficient practices that also promote inclusivity [84].

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 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 well with foundational theories such as the Triple Bottom Line [14] and ecological systems theory, which emphasize the interconnectedness of environmental, social, and economic dimensions. Green HRM practices, such as digital HR processes and eco-friendly recruitment, are consistent with prior research highlighting the ecological imperatives of HRM[90–96]. Similarly, the model's emphasis on inclusivity reflects the increasing importance of DEI in enhancing employee engagement and organizational performance [97,98].

Recent empirical studies further validate the synergies highlighted in the model. For example:

▪ Green HRM and Employee Well-being: Organizations implementing eco-friendly practices report increased employee satisfaction and alignment with corporate social responsibility goals [99,100].

▪ Inclusivity and Innovation: Inclusive workplaces that integrate DEI with sustainability initiatives experience improved team collaboration, innovation, and adaptability [101,102].

The model addresses existing gaps by operationalizing the interaction between ecological and inclusive dimensions, offering a novel contribution to SHRM theory.

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, ensuring applicability across industries and cultures. Key practical contributions include:

- Policy Integration:

 Organizations can develop inclusive green HR policies that balance environmental sustainability with employee equity. For instance, implementing hybrid work policies can reduce commuting-related emissions while addressing accessibility needs for diverse employee groups [103–105].

- Resilience and Adaptability:

 By fostering inclusive and sustainable HRM practices, organizations enhance their capacity to navigate regulatory challenges, market shifts, and workforce expectations. This aligns with findings that sustainable and inclusive HRM strengthens organizational resilience in turbulent environments [106–108].

- Alignment with SDGs:

 The model supports organizational efforts to achieve the United Nations' Sustainable Development Goals (SDGs), particularly those related to decent work, gender equality, and climate action. Integrating ecological and inclusive strategies ensures measurable outcomes in sustainability metrics such as reduced carbon footprints and improved workforce diversity [84,109].

5.1.3. Contributions to Research and Practice

 The validation of this model underscores its potential as a foundation for further research and practical implementation. Researchers can test the model in various organizational contexts to explore its adaptability and impact on sustainability metrics. For practitioners, the model provides a clear roadmap for balancing ecological and social objectives, offering solutions that enhance employee engagement, organizational reputation, and long-term viability.

5.2. Research Limitations

 While the proposed conceptual model offers a novel approach to integrating ecological and inclusive perspectives within sustainable human resource management (SHRM), several limitations should be acknowledged. These limitations highlight areas for improvement and opportunities for future research.

5.2.1. Dependence on Secondary Literature

 This study relies exclusively on secondary literature, which, although comprehensive and systematically reviewed, inherently lacks the depth and context of primary data. The insights derived from existing theories and studies are valuable; however, they do not capture the nuanced dynamics of how Green HRM and diversity, equity, and inclusion (DEI) interact in specific organizational settings [59]. For instance, cultural variations and industry-specific challenges in implementing inclusive sustainability initiatives may be underexplored due to the absence of primary data collection [110–112].

 Moreover, the reliance on literature published primarily in developed economies may limit the generalizability of the model to organizations in emerging markets, where resources, infrastructure, and priorities differ significantly [113–115]. These gaps underscore the need for empirical studies that explore the model's applicability in diverse socio-economic and cultural contexts.

5.2.2. Need for Empirical Validation

 The conceptual nature of this research necessitates empirical testing to validate the model's assumptions and evaluate its practical utility. Key areas for empirical exploration include:

- Sectoral Applications: Examining how the model adapts to distinct industries, such as manufacturing, services, or public sector organizations.
- Employee Outcomes: Investigating the direct and indirect effects of integrating Green HRM and DEI practices on employee engagement, well-being, and retention.

- ▪ Organizational Performance: Measuring the impact of the model on sustainability metrics, such as carbon footprint reduction, financial performance, and workforce diversity indices[116,117].

5.2.3. Challenges in Longitudinal Studies

Another limitation is the absence of longitudinal data, which could reveal the long-term implications of implementing the model. The dynamic nature of sustainability and inclusivity requires ongoing evaluation to understand how organizational priorities and outcomes evolve over time [118,119]. Longitudinal research would be particularly valuable in assessing the resilience of organizations that adopt the model in response to external pressures, such as regulatory changes or economic downturns [120].

5.2.4. Future Research Directions

To address these limitations, future studies should:
- ▪ Adopt Mixed Methods: Combine qualitative and quantitative approaches to provide a holistic understanding of the model's applicability and impact [121].
- ▪ Explore Cross-Cultural Contexts: Conduct comparative studies across regions to examine cultural influences on the adoption of ecological and inclusive HRM practices [122].
- ▪ Develop Sector-Specific Frameworks: Tailor the model for industries with unique sustainability and inclusivity challenges, such as healthcare or technology sectors [123].
- ▪ Integrate Technology: Investigate how digital tools and artificial intelligence can facilitate the implementation of Green HRM and DEI initiatives [124].

These directions not only address the study's limitations but also pave the way for enriching the theoretical and practical understanding of SHRM. By bridging the gap between conceptual frameworks and empirical evidence, future research can enhance the utility and adaptability of the proposed model across diverse organizational contexts.

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 actionable strategies for organizations. By combining Green HRM practices with diversity, equity, and inclusion (DEI) principles, the model offers a holistic framework for advancing sustainability objectives in modern organizational contexts.

The framework emphasizes three core dimensions:
- ▪ **Ecological Sustainability**: Focused on minimizing environmental impacts through Green HRM practices such as eco-friendly recruitment, paperless workflows, and energy-efficient workplace designs.
- ▪ **Social Inclusivity**: Promoting equity and diversity within the workforce 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, providing a unified approach to achieving environmental, social, and economic objectives. This synthesis creates a new lens for understanding how HR practices can contribute to broader sustainability goals, such as those outlined in the United Nations' Sustainable Development Goals (SDGs) [42,125].

6.1.1. Contributions to Literature and Practice

Theoretical Contributions

- **Integration of Dimensions**:
- The model addresses fragmentation in SHRM literature by integrating Green HRM and DEI principles, building on foundational theories like the Triple Bottom Line and ecological systems theory. This integration enhances the theoretical understanding of how environmental and social sustainability can coexist within HRM strategies [14,101]..
- **New Framework**:
- It introduces a novel conceptual framework that operationalizes sustainability goals in HRM practices, encouraging further research into the interplay between ecological and social factors in diverse organizational contexts [126–128].

   Practical Implications
- Actionable Guidance for Organizations:
   The model provides organizations with a roadmap for embedding sustainability into their HR practices. For example:
- ✓ Developing inclusive green training programs that educate employees on sustainability while fostering cultural competence.
- ✓ Implementing flexible work arrangements that reduce emissions while accommodating diverse employee needs [129,130].
- Alignment with Global Standards:
   The framework aligns with global sustainability standards, such as the SDGs, enabling organizations to track performance metrics like workforce diversity, employee well-being, and carbon footprint reduction [20,131,132].

   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 [20,101,133–135]. 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:
- Explore sector-specific applications of the model to understand its adaptability in industries such as manufacturing, healthcare, and technology.
- Conduct longitudinal studies to assess the long-term impact of integrating Green HRM and DEI practices on organizational performance.
- Investigate the role of technology, 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. It offers a comprehensive approach for organizations to align their HR practices with sustainability objectives, fostering a balance between environmental responsibility, social equity, and economic performance.

6.2. Recommendations for Future Resarch

While this study provides a novel conceptual model integrating ecological and inclusive perspectives within sustainable human resource management (SHRM), its theoretical and practical development can be further enriched through future research. Two primary directions are proposed: empirical validation of the model and the expansion of additional dimensions within the framework.

6.2.1. Empirical Validation of The Model

Empirical studies are essential to test and validate the assumptions of the proposed conceptual model. Key research opportunities include:

- Testing Across Industries:
  Investigating the model's adaptability and effectiveness across various sectors, such as manufacturing, technology, education, and healthcare. For example, Green HRM practices like eco-friendly recruitment may yield different results in resource-intensive industries compared to service-oriented sectors [136,137].
- 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 provide valuable insights into the universal and context-specific aspects of the model [138–140].
- 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 holistic benefits of the model [45,55,141,142].
- Integration with Quantitative and Qualitative Methods:
  Employing mixed-methods approaches that combine quantitative surveys and qualitative case studies. This methodology can provide both measurable outcomes and nuanced insights into the complexities of implementing the model.

6.2.2. 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:

- Technological Integration:
  Investigate the role of digital tools and artificial intelligence (AI) in optimizing Green HRM and DEI practices. For instance, AI-driven recruitment systems can reduce resource wastage while promoting fairness and inclusivity in hiring [143,144].
- Employee Well-Being and Mental Health:
  Develop a dimension focusing on holistic employee well-being, including mental health, work-life balance, and resilience. This addition recognizes that sustainability extends beyond environmental and social considerations to include individual health and productivity.
- Global Supply Chain Impact:
  Expand the framework to examine the implications of SHRM practices on global supply chains. Multinational organizations can integrate sustainable HRM practices to address broader issues such as labor equity and environmental standards across their supply networks [145].
- Leadership and Organizational Culture:
  Explore the role of leadership styles and organizational culture in facilitating the successful adoption of ecological and inclusive HRM practices. For example, transformational leadership may play a critical role in championing sustainability initiatives [146–149].

6.2.3. Interdiciplinery and Global Collaboration

Future research should adopt an interdisciplinary approach, involving fields such as environmental science, psychology, organizational behavior, and technology. Global collaboration among academics, practitioners, and policymakers can foster innovative solutions and broaden the impact of SHRM practices on global sustainability goals, such as the United Nations' Sustainable Development Goals (SDGs).

By pursuing these recommendations, researchers can expand the theoretical depth and practical utility of the proposed model. These efforts will contribute to advancing SHRM as a critical discipline while equipping organizations with tools to address contemporary sustainability challenges effectively.

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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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