

Antecedents and Consequences of Sustainable Human Resource Management: Empirical Evidence from India

Jindal Journal of Business Research
7(1) 1–25
© 2018 O.P. Jindal Global University
SAGE Publications
sagepub.in/home.nav
DOI: 10.1177/2278682117754015
<http://journals.sagepub.com/home/brj>



Nitin Simha Vihari¹
M. K. Rao²

Abstract

Over the past two decades, technological developments, globalization, and several other competitive challenges have caused dramatic changes within and across organizations in their decision-making. These concerns have resulted in a lasting impact on human resource management, both at functional and strategic standpoints. The present study considers “corporate sustainability perceptions” and “ethical leadership” as contextual antecedents and “voice behavior,” “employer attractiveness” and reduced turnover intentions as consequences. Further, the intervening effects of “person organization fit,” “trust in management and moral identity” are analyzed. Out of total 498 respondents to whom the questionnaire is circulated to, the authors received 312 completely filled responses, reflecting a response rate of 62.65 percent. The study adopts casual research design with convenience sampling technique. Our findings shed light on the statistical and practical implications by providing suggestive measures for the organizations, to implement sustainable human resource management practices.

Keywords

Sustainable HRM, corporate sustainability perceptions, ethical leadership, person organization fit, employer attractiveness, Indian pharmaceutical companies

Introduction

Sustainability is considered as an important concern and is also mentioned as “hot topic” in the management research (Ehnert, 2009a; Wilkinson, 2005). However, in the reference of human resource management sustainability has been given less attention by the scholars (Aggerholm, Andersen, & Thomsen, 2011; Ehnert, 2006, 2009b; Inyang, Awa, & Enuoh, 2011; Zaugg et al., 2001; Zoogah, 2011). Technological developments, globalization, and competitive demands have brought a remarkable change for

¹ Assistant Professor, Jindal Global Business School, Sonipat, Haryana, India.

² Assistant Professor, Department of Management Studies, IIT Roorkee, India.

Corresponding author:

Nitin Simha Vihari, Jindal Global Business School, Sonipat, Haryana, India.
E-mail: nsvihari@jgu.edu.in

organizations over a period of time and this change has really affected the decision-making and human resource management (HRM) strategy. For organizational accomplishment, human resource (HR) and HRM practices play a vital role (e.g., Wright et al., 2005). As HR and HRM are gaining rising importance, so it has fueled the expanding stream of research (e.g., Alcázar, Fernández, & Gardey, 2005). In HRM literature, strategy and resource orientation have augmented (e.g., Wright et al., 2001), and for organizations a few human resources have been identified as “critical” (Taylor et al., 1996). For example, expatriates and competent global managers are considered important for understanding of corporate strategies (Brewster & Suutari, 2005; Caligiuri et al., 2004). In the present time of global economy, HR executives face a major problem of scarcity of highly qualified and aggravated HR (e.g., Thom & Zaugg, 2004). Practitioners have been suggested new ways by HR researchers where they suggest to draw from a large and more diverse pool (e.g., women as global managers), to broaden and strengthen the available HR (e.g., high-performance work systems) and to develop novel HR (e.g., new types of cross-cultural training). However, while decision making, HR practitioners are always in a dilemma between short-term profits making (e.g., reduction of expenditure due to labor cost strain) on one side and long-term organizational feasibility on the other side (Wright et al., 2005; Zink, 2014). For sustainable competitive advantage, it has been proposed that, that is, HR training and development can be beneficial (e.g., Aragón-Sánchez, Barba-Aragón, & Sanz-Valle, 2003) and on the other side, if an organization strategizes to lower down its expenses or by overlooking HR training, it can be precarious for an organization’s strategic knack and can put organizational viability in danger and can have negative impact on the organization (e.g., Mariappanadar, 2003; Wright et al., 2005). However, in this phase of competing demands, HRM practitioners find themselves in ironic and uncertain situations where it is not easy for them to formulate any decision. Keeping in view the sustainability viewpoint, scholars have identified various issues related to short-term profit making and long-term organizational viability which addresses issues such as scarcity of highly qualified HR, inadvertent outcomes for HR, HRM, and society. According to the assumption of this literature, HR practices are exploited and consumed rather than developed and reproduced (e.g., Kira, 2002, 2003; Thom & Zaugg, 2004). For example, authors have mentioned that how highly competent employees are facing increased work-related pressures, family–work stress, health issues, suffer exhaustion, or dearth of employability (e.g., Docherty et al., 2002; Moldaschl & Fischer, 2004; Thom & Zaugg, 2004). Organizations can face lot of consequences because of their ineffective strategies which can have major negative outcomes for their futuristic strategies due to hammering of innovativeness (Docherty et al., 2002). While linking sustainability and HRM in the literature, there were three main questions which were asked: (a) how future supply can be ensured by HR executives through qualified and motivated human resources (e.g., Müller-Christ & Remer, 1999; Thom & Zaugg, 2004)? (b) How reduction in expenditure, exploitation of HR and negative impact on HR can be prevented (e.g., Docherty et al., 2002, Mariappanadar, 2003)? (c) For all the corrective measures, who is responsible (e.g. Thom & Zaugg, 2004)?

Literature Review

Sustainable HRM

As per the definition, sustainability in HRM refers to “those long-term leaning concrete approaches and actions aimed at a collectively conscientious and cost-effectively appropriate recruitment and selection, development, operation, and release of employees” (Thom & Zaugg, 2004), it does not exist in isolation and is an interdisciplinary concept. The essence of sustainability lies in avoiding unwanted change in

organizational situations so as to prevent unnecessary demands on the employees (Wright & Haggerty, 2005). Sustainable HRM (SUHRM) proves to be an effective tool for sustaining employee dignity in times of staff layoff and assure them employment in the job market (Zaugg et al., 2001; Pfeffer, 2007). SUHRM has two important roles to play (Cohen et al., 2012; Ehnert, Harry, & Zink, 2014), one, to ensure sustainability of HRM by creating a system that promises employee engagement, preparing a productive and healthy workforce not only for present but for future as well (i.e., for whole career of the employee). Second, SUHRM has immense potential to contribute in the domains of ecological (Jackson et al., 2011), employee (Ehnert, 2009a; Mariappanadar, 2012a, 2012b), social (Mariappanadar, 2014) economic corporate sustainability and supply chain (Ehnert et al., 2014).

Corporate Sustainability Perceptions

The present market scenario poses a great challenge for the corporation, to move from conventional modes of operation to sustainable development (Hart, 1997), but effectiveness of practical implementation and alignment of such development with the corporate strategy is a matter of debate (e.g., Shrivastava, 1995; Starik & Rands, 1995). Here the concept of corporate sustainability (CSP) works as a measure to overcome the above issue, as CSP is a business strategy that strikes a balance between the needs of organizational stakeholders, the resources and interests of the local community (Dyllick & Hockerts, 2002). CSP has been studied from different perspectives over the period of time, earlier it was only associated with the economic aspects and was understood as the firm's obligation to maximize shareholder value.

Ethical Leadership

Ethical leadership comes under the canopy of positive forms of leadership (Piccolo, Greenbaum, Hartog, & Folger, 2010; Walumbwa et al., 2011). The ethical aspect in these styles represents a smaller component as compared to the social scientific approach offered by Brown, Treviño, and Harrison (2005). Although all the forms of leadership encompass a key characteristic, that is, being ethical which means they all share qualities, such as trustworthiness, honesty, reliability, and credibility, which means that all the leadership styles are strong on the "moral person" facet of ethical leadership. However, the facet "moral manager" is what makes ethical leadership distinct from other forms of leadership styles (Piccolo et al., 2010; Treviño et al., 2000, 2003).

Employer Attractiveness

In today's market arena, the focus has changed from "sellers" to "buyers," specifically amongst highly skilled employees since the accessibility of high-value jobs is more than the number of suitable job seekers. Another important challenge faced by HRM is to attract and retain the highly skilled and self-motivated employees who all add to the high-quality workforce, and take time to build over a period of time. In the present scenario, high-skilled workforce ensures a competitive edge over other organizations (Wright, McMahan, & McWilliams, 1994; Wilkinson et al., 2001). The key is to adopt SUHRM practices as it provides solution to the problem of attracting and retaining high-skilled workforce by offering employees friendly practices (Boudreau & Ramstad, 2005; Jabbour & Santos, 2008; Zaugg, 2009). To differentiate themselves from competitors in the labor market and enhance their attractiveness as employers, we suggest that organizations should establish an employer brand that includes SUHRM.

Employee Voice Behavior

Employee voice means the choral expression of employee for contributing positively in organizations augmentation and welfare by expressing his opinion, ideas, and apprehension (Morrison, 2011; Van Dyne & LePine, 1998). It is important for organization to address employee voice as it really helps the organization to address those issues which are overlooked and are not seriously taken but employees voice helps the organization to address all such issues, identifying them, innovating, adapting, and dynamically working in the direction of changing business environment (Axtell et al., 2006; Dundon & Gollan, 2007; Dyne, Ang, & Botero, 2003).

Turnover Intentions

Turnover Intentions are an inclusive elucidation for the psychological process about withdrawal and according to his withdrawal assessment process, it is the feeling of dissatisfaction that arises the thoughts about quitting. Hanisch and Hulin (1990, 1991) presented the pragmatic evidences for supporting the distinction between two types of composite organizational withdrawal constructs: job and work. Employee when comes in the withdrawal behavior temper starts avoiding work and certainly various aspects of work.

Trust in Management

Trust has been explained as “a psychological state that concerns one’s willingness to be vulnerable to the actions of another party, based upon positive expectations of the intentions and behaviors of another party” (Mayer et al., 1995). It is the willingness shown by the trustor to take risks with the trustee and showing faith in the trustee to take control over issues that are of vital importance to the trustor. From the above understanding, trust in management can be defined as “employees’ intention to accept vulnerability from the management when confronted with situations that entail risks” (Gao, Janssen, & Shi, 2011; Wolf, 2013). Trust in management has a significant impact on the CSR practices of the company, for instance, formation of SUHR since such policies are formed with the joint efforts of employees and top management officials.

Moral Identity

Factors like, personality, moral development and identity plays a vital role in reciprocation toward the treatment received from the organization (O’reilly & Aquino, 2011; Skarlicki & Kulik, 2004). Moral identity is a similar concept that assimilates the moral aspect of above and helps in understanding the effect of CSR perceptions on employee’s reactions (Rupp, Shao, Thornton, & Skarlicki, 2013). Moral identity has been defined as “a self-conception based on a set of moral characteristics (Aquino & Reed, 2002) and reflects the extent to which a person places importance on their moral characteristics in self-definitions” (Rupp et al., 2013).

Person Organization Fit

As job seekers match their private characteristic and principals with the organization traditions and identify to accomplish congruence or a finest possible fit (Monahan & Muchinsky, 1987; Cable & DeRue

2002; Judge & Cable 1996). Employees are engrossed in preserving their private resources and consequently they prefer to be taken care in a substance-oriented comprehension of SUHRM. CSP literature recommends that POF is principally pertinent for high-class employees, as they tend to worth these less material paybacks (Albinger & Freeman, 2000). The relationship between CSP and SUHRM suggest alike outcomes in our setting, that incorporates SUHRM into the employer brand may lead to sustained competitive advantage. A conceptual framework is proposed based upon the inter-relationships between the above-mentioned constructs and is shown in Figure 1.

Theoretical Background and Propositions

Corporate Sustainability Perceptions and Sustainable HRM

In sustainability-driven organization HR is critical for achieving success. For becoming an ongoing change process, sustainability should be practiced at every step of doing business and should be rooted across an organization at all levels. Though literature illustrates that “Sustainable Human Resource Management” is an imminent subject (Ehnert, 2006) but still there is very limited research done on this subject due to its nascent stage (Sosik et al., 2002; Wehling et al., 2009). This thesis constructs on the recently emerging literature which talks about Corporate Social Responsibility in the context of HRM and sustainability and what Belgian HR professionals and Dutch researches have opinions about SUHRM means and entails. The extended goal is to understand that whether they have begun to incorporate the topics that are associated with SUHRM into the respective organizations they operate in and what is their viewpoint about HR’s role in an organization’s sustainability.

H1: Corporate Sustainability perceptions have a positive influence on sustainable HRM practices

Ethical Leadership and Sustainable HRM

Self-concept theory advocates the importance of ethical aspects in HRM, which impact specific job-related outcomes (Williams-Boyd, 2002) such as employee loyalty, motivation, and turnover intentions (Shamir et al., 1993). The immediate superior or leader significantly influences the perception of employees. The ethical nature of leaders would lead to transparency in the business process and helps the firm to achieve its sustainability goals. Being ethical at workplace also results in positive organizational behavior, which in turn helps for a longer HR base (Bello, 2012). Ethical leadership acts as a prerequisite to implement SUHRM practices, for its comfortable and rewarding nature of the work environment (Jung & Sosik, 2002). Although the linkage between both ethical leadership and SUHRM is not directly available in the existing literature, the study takes cue from the Corporate Sustainability Literature.

H2: Ethical leadership has a positive influence on sustainable HRM practices

Sustainable HRM and Employer Attractiveness

The self-concept of the employee can be enhanced by comparing its organization against the less favorable ones. This is the reason that organization’s reputation and positive image contributes in clarifying the individual self-concepts (Ashforth & Mael, 1989; Backhaus & Tikoo, 2004; Lievens, Van Hoye, & Anseel, 2007; Mael & Ashforth, 1992). According to signaling theory, by integrating SUHRM into the

employer brand it could be optimistic approach for positioning the employer in the labor market and for enhancing employer attractiveness. By strongly communicating about SUHRM, organization helps in building up strong employment relationship (Stankeviciute & Savaneviciene, 2014). In lieu of which potential employees will be attracted toward organization and they will consider the organization as a better place to work with contentment.

H3: Sustainable HRM has a positive impact on Employer Attractiveness

Sustainable HRM and Employee Voice Behavior

In order to understand employee voice, it is essential to first appreciate participative management. Focal point of participative management is primarily in increasing bottom line employee's empowerment and developing alternative methods for participation to engross employee with the organizational decision-making process (Van Dyne & LePine, 1998). Employee voice is concerned as "promotive behavior that emphasizes expression of constructive challenge intended to improve rather than merely criticize" (Van Dyne & LePine, 1998). To be specific promotive voice is offering inventive ideas for organizational development. Positive voice and discretionary behaviors are vital elements of promotive behavior but possibly which is not mandatory by the organization but ultimately which facilitates efficient organizational performance (Whiting et al., 2008).

H4: Sustainable HRM has a positive impact on Employee Voice Behavior

Sustainable HRM and Turn Over Intentions

Effectiveness of any new policy or practice could be judged from its outcome, as explained by Zaugg et al. (2001) that taking a look from an individual's perspective, SUHRM contributes to employee's employability, besides their well-being. Cohen et al. (2012) argued that

the tangible outcomes of strong sustainable HRM performance include not only support for the achievement of broad sustainability business objectives, but also measurable contributions to HRM performance, including lower employee turnover, lower absenteeism, improved employee well-being, and an overall increase in employee engagement, motivation and productivity (p. 3). (Rompa, 2011; Thom & Zaugg, 2002)

Organizations have been trying to innovate with new strategies to secure potential employees and maintain a long-term supply of them, in order to achieve performance goals. This would by default reduce the turnover costs and control the loss of tacit knowledge (Huselid, 1995). Employer attractiveness creates employer identity (Dutton et al., 1994), and in turn paves way for long-term employability and less turn over intentions.

H5: Sustainable HRM has a negative impact on employee Turnover Intentions

Moderating Effect of Person Organization Fit between Sustainable HRM and Employer Attractiveness

Person organization fit (POF) is the compatibility that exists between the organization and the people, in order to maintain a committed workforce (Bowen et al., 1991). As per the Attraction–Selection–Attrition

(ASA) model, employees and organization attract each other by sharing common goals and values (Schneider, 1987). ASA framework plays the employers look into a vital role in the process of employees selecting their employers and the same during employee selection (Cable & Judge, 1997). The fit that comes out of this association makes the employees to look forward in terms of pursuing long-term employment and vice versa with employer based on the substance-oriented understanding of sustainable HRM (Vanderstraeten, 2015). Albinger and Freeman (2000) argued with reference to Corporate Social Performance literature that, person organization fit matters most to the high potential employees, due to their critical lens even to the less material incentives (Rynes et al., 1991). Through this, it can be concluded that the integration of corporate social performance and SUHRM would reap benefits to the features of employer attractiveness and organizational effectiveness. Thus, we hypothesize:

- H6:** The perceived fit between employees and Sustainable HRM moderates the relationship between Sustainable HRM and employer attractiveness.

Mediating Effect of Trust in Management between Sustainable HRM and Voice Behavior

It is evident from past research that SUHRM enhances employees' voice behavior by inducing significant level of trust in management. Trust has been explained as "a psychological state that concerns one's willingness to be vulnerable to the actions of another party, based upon positive expectations of the intentions and behaviors of another party" (Mayer & Davis, 1999). It is the willingness shown by the trustor to take risks with the trustee and showing faith in the trustee to take control over issues that are of vital importance to the trustor. From the above understanding, trust in management can be defined as "employees' intention to accept vulnerability from the management when confronted with situations that entail risks" (Gao et al., 2011). As SUHRM favors CSR activities and is directed toward the development of employees, implementing such activities like mentoring, providing feedback, identifying training needs, and addressing employee's career planning concerns prove that organization is concerned for its employees and is willing to contribute in employee growth. It is argued that SUHRM should be formed through joint efforts of employees and management, as it is designed for the people of the company, and studies claim that collaborative efforts will play a crucial role in shaping the trust of employees, leading to increased voice behavior.

- H7a:** Sustainable HRM is positively related to Trust in Management

- H7b:** Trust in Management mediates the relationship between sustainable HRM and Employee Voice Behavior

Moderating Effect of Moral Identity between Sustainable HRM and Trust in Management

Factors like personality, moral development, and identity play a vital role in reciprocation toward the treatment received from the organization (O'reilly & Aquino, 2011; Skarlicki & Kulik, 2004). Moral identity is a similar concept that assimilates the moral aspect of above and helps in understanding the effect of CSR perceptions on employee's reactions (Rupp et al., 2013). Employees with high moral identity would be more sensitive toward the SUHRM practices eventually building faith and trust in the organization. However, those with low moral identity will have low confidence in management, due to their low levels of sensitivity toward morality and efforts made by the management to implement SUHRM practices. Even though there is scarce research in this domain, yet few studies support the

proposition of present study, as Rupp et al. (2013) explained in their study that employees high in moral identity are more reactive to their perceptions of the employer's CSR activities which is reflected in work performance. Another study highlights that the efforts made by organization in creating employee-centric policies developed high moral identity among employees and led to development of higher levels of physical, emotional, and cognitive engagement in the workplace (He, Zhu, & Zheng, 2014). Hence, the study proposes that moral identity behaves as a moderator between the relationship shared by SUHRM and trust in management.

H8: Moral identity moderates the indirect relationship between Sustainable HRM and voice behavior via trust in management, such that this indirect relationship is stronger among employees with higher moral identity.

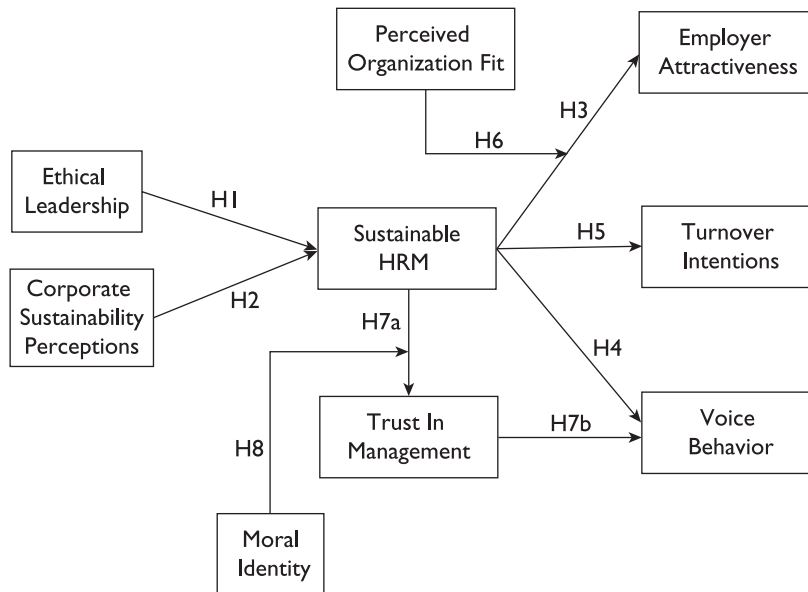


Figure 1. Hypothesized Framework

Source: Authors' compilation.

Methodology

The target population of the study constitutes the managerial workforce in the Indian Pharmaceutical Sector. The list of the companies was selected from the database of Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers. The pharmaceutical companies in India are used as the unit of analysis in the current study. All these companies in India are classified into 23 clusters spread across 7 regions (MIDC, 2013). Maharashtra, Gujarat, and Andhra Pradesh (United) form the top three competing pharmaceutical clusters in India (Herve, Bhuti, Agarwal, Kushwaha, & Causer, 2013). For collecting the data from the respondents, pharmaceutical clusters located at Andhra Pradesh, Telangana,

Maharashtra, and Uttarakhand are selected using convenience sampling. There are 47 items enveloping nine latent constructs (i.e., CSP perceptions, ethical leadership, voice behavior, employer attractiveness, and turn over intentions) are assessed on a 7-point Likert scale. The convenience sampling, a type of non-probability sampling method is used to conduct the survey in the study. This sampling technique was used to identify the managers (junior and middle level managers), in the select pharmaceutical companies in India. This is one of the most common sampling method techniques used in the quantitative studies and is suitable for collecting the data from a pool of large respondents (Axinn & Pearce, 2006; Passmore & Baker, 2005).

The present study uses the widely acknowledged multivariate causal modeling technique named as two-stage approach, suggested by Anderson and Gerbing (1998). The two stages are Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM), respectively. CFA confirms the extracted relationships by comparing the variance co variance matrix from both the sample and model. It just validates the model's measurement. Both the structure model and measurement model are used to build the second stage SEM, which is a combination of CFA, multiple regression, and path analysis (Hussey & Eagan, 2007). The intervening effects such as the moderated mediation and the mediation analysis are validated using the Hayes Process Macro in SPSS (Hayes, 2012).

Pilot Study

After the confirmation of the content of survey questionnaire, data were collected from about 155 respondents to determine if the survey questionnaire has to be improved or refined (Zikmund, 1997). For this, a pilot study (sample size = 155) was conducted prior to the main data collection and the questionnaires with 47 items and five demographic variables were circulated among the lower and middle level managerial workforce of select pharmaceutical companies of India. A total of 108 usable questionnaires were returned with a response rate of 69.67 percent. The pilot study served as a basis for improving the structure and questions of the survey. Pilot study data are used to perform EFA and to extract the number of factors from the data, followed by the CFA on the main study data. The results, in accordance with principle component analysis (PCA) indicated that, there were nine factors of Eigen value greater than 1, which got extracted to form a factor structure, with a cumulative explained variance of 68.51 percent and the first factor accounted for a mere 13.78 percent of the total variance. Based on these results, it can be concluded that the response set is free from common method bias. Furthermore, individual items for each constructs were factor analyzed separately to examine the uni-dimensionality of the constructs in the hypothesized model. The values for the Bartlett test of sphericity are large and significant. Similarly, all the Kaiser–Meyer–Olkin measures of sampling adequacy is greater than 0.50, with majority of values above 0.80. Hence, the factorability of the correlation matrix for this study is assumed.

Main Study

Out of total 498 respondents to whom the questionnaire was circulated to, the authors received 312 completely filled responses, reflecting a response rate of 62.65 percent. From descriptive statistics, the mean age of the respondents was found out to be 26.57 years, with a standard deviation of 4.25. Furthermore, out of the total, 65.38 percent were male and 34.62 percent were female (refer to Table 1). The response set comprises junior- and middle-level managers with 62.18 percent and 37.82 percent, respectively (refer to Table 1).

Table 1. Demographic Characteristics

Demographics	Employees' Details (n = 312)	Frequencies	Percentages (Percent)
Gender	Male	204	65.38
	Female	108	34.62
Age	Less than 25 years	69	22.12
	25–30 years	81	25.96
	31–35 years	65	20.83
	36–40 years	52	16.67
	41–45 years	28	8.97
	Above 45 years	17	5.45
Experience	0–5 years	101	32.37
	06–Oct	98	31.41
	Nov–15	54	17.31
	16–20	31	9.94
	More than 20 years	28	8.97
Education	Graduate	158	50.64
	Postgraduate	137	43.91
	Any other	17	5.45
Job position/level	Junior-level manager	194	62.18
	Middle-level manager	118	37.82

Source: Authors' compilation.

Descriptive Statistics

The authors have collected responses through structured questionnaires, with special reference to the managerial workforce of select pharmaceutical companies in India. It includes mean, standard deviation (S.D.), and inter-item correlation coefficients as given in Table 2. The significance of the inter-construct correlations are indicated corresponding to the latent constructs.

Reliability and Validity

Uni-dimensionality and Reliability

In this study, the uni-dimensionality of all latent constructs are assessed using the comparative fit index (CFI). As shown in Table 3, CFI values for all latent constructs which ranged from 0.91 to 0.96, are above the desirable value of 0.90 recommended by Hair et al. (2010). Therefore, there is no violation of uni-dimensionality. In order to check the extent to which the set of research constructs is consistent in what it is intended to measure, reliability coefficients are assessed. As presented in Table 3, the Cronbach's alpha coefficients for the eight scales ranged from 0.78 to 0.92, above the acceptable value of 0.6 suggested by Hair et al. (2010). The results of this reliability analysis indicate good internal consistency among the item within each construct.

Table 2. Summary of Descriptive Statistics

Constructs	Mean	S.D.	CSP	EL	SUHR	EA	TI	EVB	POF	TIM	MI
CSP	5.46	0.75	0.82								
EL	5.43	0.78	0.52**	0.92							
SUHR	5.46	0.82	0.33*	0.52*	0.89						
EA	5.33	0.85	0.48**	0.29**	0.56**	0.91					
TI	2.79	0.73	-0.36**	-0.37*	-0.44**	-0.33*	0.84				
EVB	5.75	0.79	0.45*	0.32**	0.25*	0.46*	-0.47**	0.72			
POF	5.65	0.77	0.49**	0.46**	0.41**	0.52**	-0.32*	0.49**	0.88		
TIM	5.64	0.74	0.51*	0.43*	0.27**	0.36*	-0.41**	0.58**	0.35**	0.79	
MI	5.81	0.765	0.42**	0.58**	0.31**	0.41**	-0.32**	0.36*	0.32**	0.41**	0.86

Source: Authors' compilation.

Note: * $p < 0.05$, ** $p < 0.001$.

Table 3. Uni-dimensionality and Reliability for All Research Constructs

Constructs	No. of Items	CFI Values (Uni-dimensionality)	Cronbach's Alpha (Reliability)
Corporate Sustainability Perceptions	8	0.93	0.82
Ethical Leadership	10	0.92	0.92
Sustainable HRM	6	0.92	0.89
Employer Attractiveness	3	0.90	0.91
Employee Voice Behavior	3	0.94	0.84
Turnover Intentions	4	0.90	0.72
Person Organization Fit	3	0.91	0.88
Trust in Management	5	0.88	0.79
Moral Identity	5	0.95	0.86

Source: Authors' compilation.

Composite reliability (CR) is computed using the ratio of the squared sum of all factor loadings to the sum of all variances of each indicator plus the squared sum of factor loadings. The internal consistency of each construct is further evaluated by assessing the CR. In this study, the composite reliabilities of all latent constructs are calculated using the formula proposed by Fornell and Larcker (1981).

Discriminant and Convergent Validity

Discriminant validity indicates the extent to which a construct is different from the other constructs and establishes that a particular construct is unique in nature (Carmines & Zellar, 1979; Hulland, 1999). The square root of the average variance extracted (AVE) is greater than the inter-construct correlations (comparing Tables 2 and 4) of all the corresponding latent constructs. It can be concluded that the results support discriminant validity. Convergent validity indicates that the individual items are similar while measuring the same underlying construct (Götz et al., 2010). The value of AVE for all the latent constructs is found to be greater than 0.5 (Table 4). This indicates that the results support convergent validity.

Measurement Model

The measurement model is the part which relates measured variables to latent variables. The indicators represented using rectangles are called measured variables (e.g., EA1, EA2) and the variables represented using ellipse is latent constructs (e.g., EA, TIM). The numbers represented on the double-sided arrow connecting the two latent variables are the co-variances. Figure 2 represents the relationship between measured variables and the corresponding nine latent constructs. Few of the co-variances are observed to be negative, especially the linkages with the turn over intentions, and are very well supported by the literature. Table 5 provides the goodness of fit and other fit indices, and it is observed that all the fit indices are maintaining their acceptable limits and the model is termed to be just identified.

Structural Model

The second part of SEM is the structural model, which relates latent variables to one another. The model provides the standardized estimates of all the latent variables. Table 6 provides the goodness of fit and

Table 4. Discriminant and Convergent Validity

Constructs	No. of Items	AVE	CR
Corporate Sustainability Perceptions	8	0.59	0.92
Ethical Leadership	10	0.61	0.91
Sustainable HRM	6	0.65	0.92
Employer Attractiveness	3	0.61	0.82
Employee Voice Behavior	3	0.52	0.76
Turnover Intentions	4	0.58	0.85
Person Organization Fit	3	0.6	0.82
Trust in Management	5	0.58	0.81
Moral Identity	5	0.61	0.86

Source: Authors' compilation.

Table 5. Goodness-of-fit Indices for Measurement Model

Goodness-of-fit Indices	Measurement Model
χ^2/df	964.57**/245
NC	3.93
GFI	0.85
AGFI	0.91
RMSEA	0.073
NFI	0.82
CFI	0.89
TLI	0.91

Source: Authors' compilation.

Note: ** $p < 0.001$.

other fit indices, and it is observed that all the fit indices are maintaining their acceptable limits and the model is termed to be just identified. Table 7 indicates the parameter estimates of the structural model such as the standardized regression estimates, standard error, critical ratio, and the significance values of the corresponding regression weights. The critical ratio is the ratio between regression weight estimates and the standard error of a respective linkage. For instance, the critical ratio of 1.51 obtained for the linkage CSP → SUHR, indicates that the regression estimate is 1.51 standard errors above zero. All the values mentioned in the table were obtained from the test output generated by the AMOS.

Test of Intervening Effects

The present study tests for the moderated mediation of Trust in Management as a mediator between SUHRM and Employee Voice Behavior and Moral Identity as a moderator between SUHRM and Trust

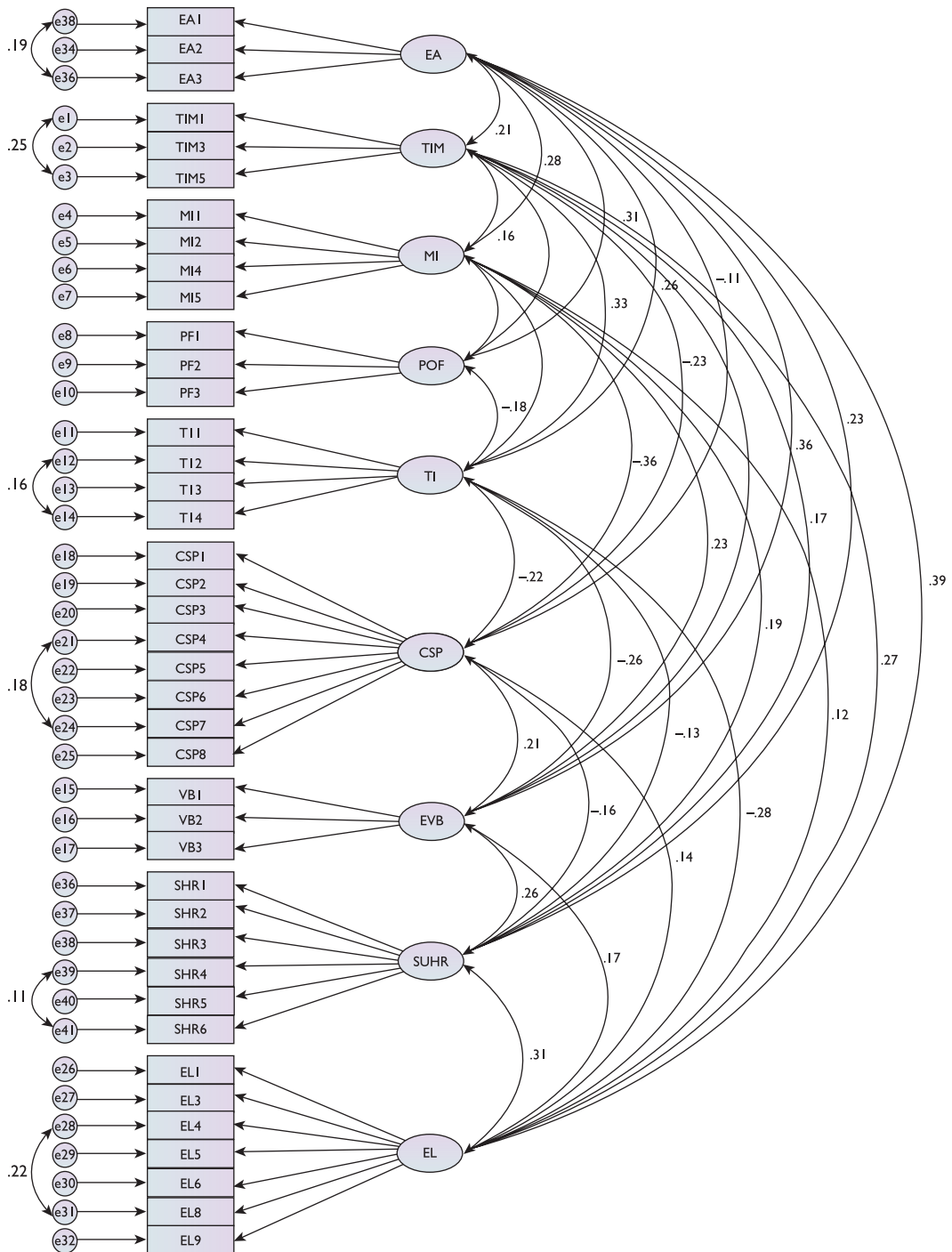


Figure 2. Measurement Model

Source: AMOS output.

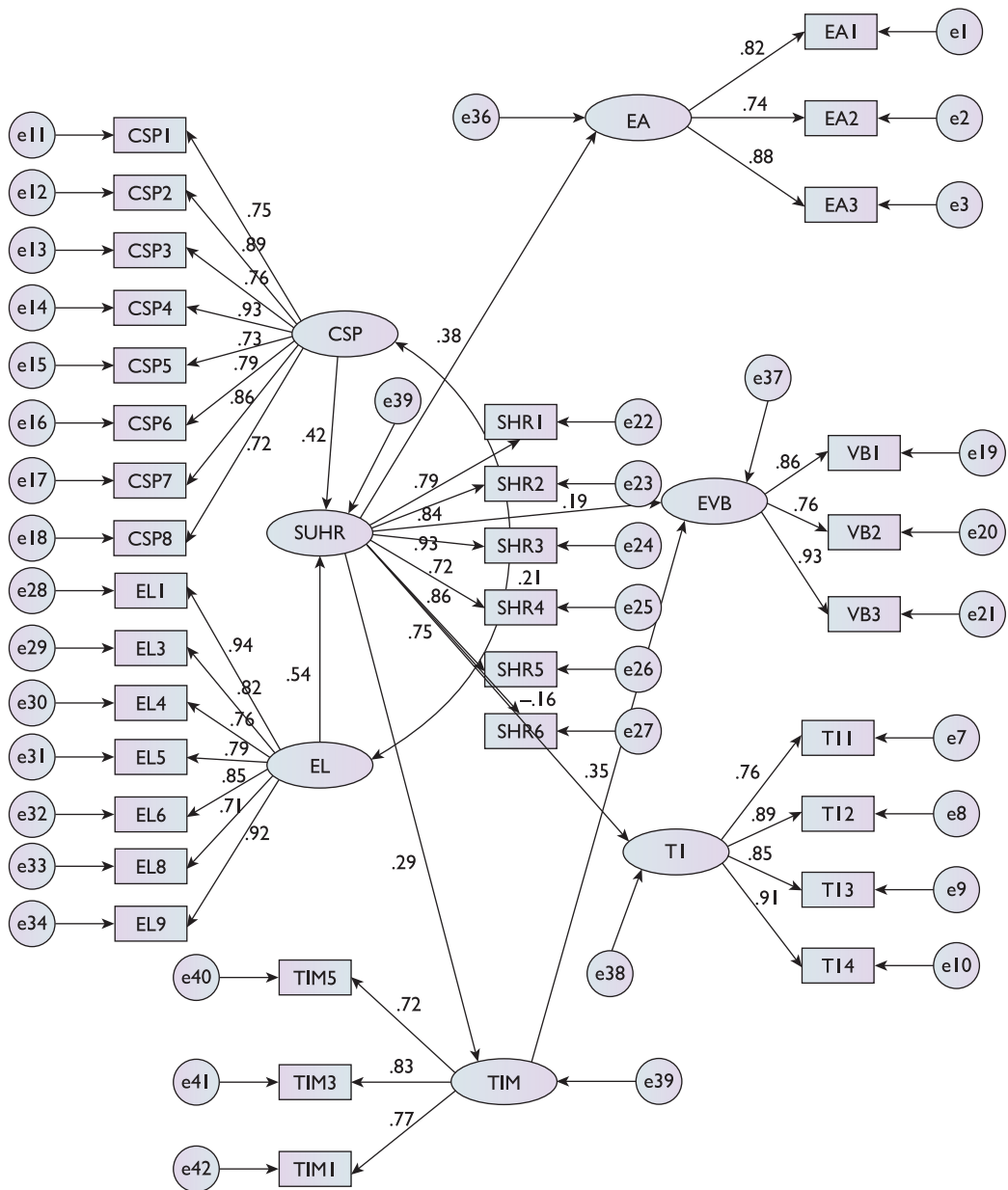


Figure 3. Structural Model

Source: AMOS output.

Table 6. Goodness-of-fit Indices for Structural Model

Goodness-of-fit Indices	Structural Model
χ^2	1032.38**/234
NC	4.411
GFI	0.82
AGFI	0.83
RMSEA	0.075
NFI	0.81
CFI	0.92
TLI	0.90

Source: Authors' compilation.

Note: * $p < 0.05$, ** $p < 0.001$.

Table 7. Parameter Estimates for the Finalized Structural Model

Path	Standardized Estimates	Standard Errors	Critical Ratio	p-value
CSP → SUHR	0.42	0.278	1.510791367	**
EL → SUHR	0.54	0.316	1.708860759	**
SUHR → TIM	0.29	0.114	2.543859649	**
SUHR → EA	0.38	0.229	1.659388646	**
SUHR → TI	0.16	0.327	0.489296636	**
SUHR → EVB	0.19	0.402	0.472636816	**
TIM → EVB	0.35	0.218	1.605504587	**

Source: Authors' compilation.

Note: * $p < 0.05$, ** $p < 0.001$.

in Management, respectively. Model 7 of PROCESS macro in SPSS as suggested by Hayes (2012) was adopted to perform the moderated mediation analysis. The moderating effect of Person Organization Fit on the relationship between SUHRM and Employer Attractiveness is tested using Model 1 of PROCESS macro in SPSS as suggested by Hayes (2012).

Person Organization Fit as a Moderator

H6 proposes that person organization fit acts as a moderator between SUHRM and Employer Attractiveness. Table 8 demonstrates the results for H6, which are significantly positive. The path coefficient of SUHRM on employer attractiveness was found to be positive and significant ($\beta = 0.2346$, $SE = 0.0361$, $t = 6.4980$, $p < 0.05$), interaction term (int_1) between SUHRM and person organization fit is also observed to be positively significant at non-zero class interval ($\beta = 0.1820$, $SE = 0.0784$, $t = 2.3214$, $p < 0.05$). The change in the coefficient of determination (R^2) with the presence and absence of the moderator is positively significant (R^2 change = 0.1362, $F = 12.9170$, $p < 0.05$). The path coefficient of the total indirect effect (which is the difference between total effect and total direct effect) is also found

to be significant and positive along three indirect conditional effects, respectively. The conditional indirect effects test the moderating variable at three different levels of moderation such as low, medium, and high, in order to observe a relatively significant change in the effects at the corresponding level and are statistically significant with less standard error and non-zero class interval (Hayes, 2012). Table 8 indicates the results of Model 1 and it can be observed that the estimates of POF at each moderating level does not remain same and exhibits a non-zero class intervals. This indicates that person organization fit acts as a moderator between SUHRM and employer attractiveness.

Test of Moderated Mediation Analysis

H7 (H7a, H7b) proposes that Trust in Management acts as a mediator between SUHRM and Employee Voice Behavior. H8 proposes that Moral Identity acts as a moderator between SUHRM and Trust in Management. Table 9 demonstrates the results for H7 and H8 which are significantly positive. The path coefficient of the direct effect of SUHRM on Employee Voice Behavior was found to be positive and

Table 8. Summary Results of Moderation Analysis

Model = 1						
Y = EA						
X = SUHR						
M = POF						
Sample size						
312						
Outcome: EA						
Model summary						
<i>R</i>	<i>R</i> ²	MSE	<i>F</i>	df ¹	df ²	<i>p</i>
0.6050	0.3660	1.1699	33.7841	3.0000	308.0000	0.0000
Model						
	Coeff	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
constant	0.6998	0.0328	2.1335	0.0351	1.7340	2.9145
POF	0.5142	0.2200	2.3372	0.0056	0.3812	0.6472
SUHR	0.2346	0.0361	6.4980	0.0004	0.5591	0.9102
int_1	0.1820	0.0784	2.3214	0.0084	0.2884	0.5204
Product terms key:						
int_1	SUHR	X	POF			
<i>R</i> ² increases due to interaction(s):						
<i>R</i> ² -chng	<i>F</i>	df1	df2	<i>p</i>		
int_1	0.1362	12.9170	1.0000	308.0000	0.0087	
Conditional effect of X on Y at values of the moderator(s):						
POF	Effect	se	<i>t</i>	<i>p</i>	LLCI	ULCI
0.2216	0.4638	0.1990	2.3306	0.0000	0.3722	0.6553
0.4783	0.5865	0.1199	4.8915	0.0000	0.5326	0.7846
0.7352	0.8734	0.1237	7.0606	0.0000	0.3300	0.8168

Source: Authors' compilation.

Table 9. Summary Results of Moderated Mediation Analysis

Model = 7						
Y = VB						
X = SUHR						
M = TIM						
W = MI						
Sample size						
312						
Outcome: TIM						
Model summary						
R	R ²	MSE	F	df1	df2	p
0.6241	0.3895	2.4427	62.5789	3.0000	309.0000	0.0000
Model						
	Coeff	SE	t	p	LLCI	ULCI
Constant	0.6532	0.0785	8.3210	0.0452	1.1693	1.7757
SUHR	0.3700	0.0862	4.2923	0.0248	0.3295	0.6695
MI	0.3005	0.0384	7.8255	0.0004	0.4262	0.8271
int_1	0.1112	0.0435	2.5585	0.0093	0.2071	0.8449
Product terms key: int_1 SUHR X MI						
Outcome: EVB						
Model summary						
R	R ²	MSE	F	df1	df2	p
0.6859	0.4705	0.1790	16.1032	2.0000	309.0000	0.0332
Model						
	Coeff	SE	t	p	LLCI	ULCI
Constant	0.9854	0.1181	8.3437	0.0000	1.7530	1.2177
TIM	0.4048	0.1054	3.8406	0.0032	0.1352	0.8855
SUHR	0.6218	0.0816	7.6200	0.0049	0.1202	0.1637
Direct and indirect effects						
Direct effect of SUHR on EVB						
Effect	SE	t	p	LLCI	ULCI	
0.2618	0.0416	11.1009	6.2932	0.4702	0.8437	
Conditional indirect effect(s) values of Moderator (Moral Identity):						
Mediator						
	MI	Effect	Boot SE	BootLLCI	BootULCI	
TIM	0.2211	0.3625	0.0097	0.4243	0.6166	
TIM	0.5673	0.4728	0.0096	0.3237	0.5158	
TIM	0.8136	0.6531	0.0103	0.3802	0.7139	

Index of moderated mediation				
Mediator				
	Index	SE(Boot)	BootLLCI	BootULCI
TIM	00.3408	0.0428	0.2056	0.4732

Source: Authors' compilation.

Note: $N = 312$. Bootstrap sample size = 1000, LL = lower limit, UL = upper limit, CI = confidence interval.

significant ($\beta = 0.4618$, $SE = 0.0416$, $t = 11.1009$, $p < 0.05$) and interaction term (int_1) between SUHRM and Moral identity is also observed to be positively significant at non-zero class interval ($\beta = 0.1036$, $SE = 0.0435$, $t = 2.3816$, $p < 0.05$). The path coefficient of the total indirect effect (which is the difference between total effect and total direct effect) is also found to be significant and positive along three indirect conditional effects, respectively. The conditional indirect effects test the endogenous variable (TIM) at three different levels of moderation such as low, medium, and high, in order to observe a relatively significant change in the regression estimates at the corresponding level and are statistically significant with less standard error and non-zero class interval (Hayes, 2012). Table 9 indicates the results of Model 7 and it can be observed that the estimates of TIM at each moderating level does not remain same. Further, the index of moderated mediation is also observed to be positively significant ($\beta = 0.3408$, $SE = 0.0428$). This indicates that trust in management acts as a partial mediator between SUHRM and employee voice behavior.

The results of two-tailed significance test illustrated a significant indirect effect (SOBEL $Z = 3.36$, $p < 0.01$), as shown in the table. Bootstrapping which is basically sampling of the samples was conducted at the rate of 1,000 samples and 95 percent confidence interval in order to confirm the results around the indirect effect and the results indicated a non-zero upper and lower limit confidence interval at 0.2056 and 0.4732, respectively. Thus supporting the claim of hypothesis and it can be concluded that Trust in Management acts as a partial mediator between SUHRM and Employee Voice Behavior; Moral Identity acts as a moderator between SUHRM and Trust in Management.

Implications, Conclusion, and Future Scope

The study has conceptually proposed the antecedents and consequences of SUHRM. The study has proposed that employee's perception of SUHRM has positively significant influence toward employee voice behavior and employer attractiveness and negatively significant influence on employee turnover intentions. Furthermore, ethical leadership and corporate sustainability perceptions have positively significant perceptions toward implementing SUHRM practices.

There has been criticism that prevails among the scholars of HRM and Employee Relations that voice researchers have only focused mostly on the micro process and it is argued that there exists a huge scope to use upper level antecedents. Si and Li (2012) in their study stated that most of the HRM practices such as staffing, performance appraisal, compensation management and training and development have been linked to voice behavior, as one of the first instances, the present study has proved the empirical association between SUHRM and voice behavior, which is consistent with the well-established Social Exchange Theory and Organizational Support Theory. Our results support that SUHRM serves as a support from the organization and encourages employees to speak up regarding the organizational outcomes. This

newly confirmed research has a new theoretical contribution to the literature of HRM, employee relations and environmental management and also opened up new research avenues to explore. Organizations need to be mindful of not only external stakeholders but also internal stakeholders, because employee's perception results in many positive job outcomes and further leads to improved employee voice behavior. When employees voice out their opinions on organizational improvements, it helps the employers to device their HR policies such as mentoring, training and development, and work-life balance conflicts.

A series of SUHRM practices operationalized by the employer, would gain the trust among the employees. Trust plays a major role because of the ability to mitigate risk for the employees conveying their impressions. The top management needs to place specific processes in place, to make the process transparent and seamless in order to maximize the nexus between sustainability and HRM practices, employers need to cater to the individual differences among their employees. The present study underlines that moral identity acts as the regulator and brings in the effectiveness of SUHRM by building the required amount of trust, which further enhances employee voice behavior. These strategies support the employers to fit different groups of staff on a similar tangent. Hence, the top and middle level managers need to care for individual differences of the employees at the moral stand point, which affects their trust in management. SUHRM underlines the connections that go beyond the mainstream HR approaches and caters for responsible HRM practices and their association with different stakeholders in managing sustainable organizational outcomes (Kramar, 2014). The awareness regarding the importance of sustainability in HRM has to be spread across the verticals and horizontals of the organization. Being an amateur field, implementation of SUHRM warrants for further studies, it emphasizes various organizational improvements, which lead to organizational sustainability (Perez-Batres, Miller, & Pisani, 2010). Organizations by implementing SUHRM not only sustain their workforce but also to promote the vision of being distinguished from the other employers. Several mechanisms used to achieve it are brand-building campaigns on various social media platforms and also leveraging web 3.0. This tends to improve the employee commitment and self-definitional needs thereby reducing turnover intentions. Further, the study emphasizes the need of not only promoting it effectively through unrealistic descriptions but also urge the organizations to live up to the expectations. Learning from the framework of psychological contract, employees may showcase withdrawal symptoms if they found a breach in the implicit contract, leading to a loose of sustained competitive advantage (Robinson & Rousseau, 1994). Therefore, the authors strongly recommend the top management of the pharmaceutical companies to invest in work conditions that are perceived by the workforce. Supervisors, being the immediate support systems might take ownership of maintaining their respective workforce (Burmam & Zeplin, 2005).

The association between SUHRM and employer attractiveness is better explained by the presence of perceived person organization fit. The congruence between personal characteristics and organizations culture gives out the best possible fit (Cable & DeRue, 2002). It is the responsibility of the HR manager to identify the possible person organization fit right at the time of recruitment and selection of the employees, so that it could be further maneuvered with time spent for the welfare of the organization. Self-concept theory advocates the importance of ethical aspects in HRM, which impact specific job-related outcomes such as employee loyalty, motivation, and turnover intentions. The immediate superior or leader significantly influences the perception of employees. The ethical nature of leaders would lead to transparency in the business process and helps the firm to achieve its sustainability goals. Being ethical at workplace also results in positive organizational behavior, which in turn helps for a longer HR base. Hence, the top management has to train the supervisors to be ethical and the lower level employees should perceive the same.

References

- Aggerholm, K. H., Andersen, E. S., & Thomsen, C. (2011). Conceptualising employer branding in sustainable organisations. *Corporate Communications: An International Journal*, 16(2), 105–123.
- Albinger, H. S., & Freeman, S. J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 28(3), 243–253.
- Alcázar, F. M., Fernández, P. M. R., & Gardey, G. S. (2005). Researching on SHRM: An analysis of the debate over the role played by human resources in firm success. *Management Revue*, 16(2), 213–241.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411–423.
- Aquino, K., & Reed II, A. (2002). The self-importance of moral identity. *Journal of Personality and Social Psychology*, 83(6), 1423.
- Aragón-Sánchez, A., Barba-Aragón, I., & Sanz-Valle, R. (2003). Effects of training on business results. *International Journal of Human Resource Management*, 14(6), 956–980.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.
- . (1996). Organizational identity and strategy as a context for the individual. *Advances in Strategic Management*, 13(January), 19–64.
- Axinn, W. G., & Pearce, L. D. (2006). *Mixed method data collection strategies*. New York: Cambridge University Press.
- Axtell, C., Holman, D., & Wall, T. (2006). Promoting innovation: A change study. *Journal of Occupational and Organizational Psychology*, 79(3), 509–516.
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517.
- Bello, S. M. (2012). Impact of ethical leadership on employee job performance. *International Journal of Business and Social Science*, 3(11), 228–236.
- Boudreau, J. W., & Ramstad, P. M. (2005). Talent ship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management*, 44(2), 129–136.
- Bowen, D. E., Ledford, G. E., & Nathan, B. R. (1991). Hiring for the organization, not the job. *The Executive*, 5(4), 35–51.
- Brewster, C., & Suutari, V. (2005). Global HRM: Aspects of a research agenda. *Personnel Review*, 34(1), 5–21.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134.
- Burmans, C., & Zeplin, S. (2005). Innengerichtete Markenkommunikation [Interior-facing brand communication]. In F. R. Esch (Ed.), *Moderne Markenführung [Modern brand management]* (pp. 1021–1036). Wiesbaden: Gabler Verlag.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875.
- Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82(4), 546.
- Caligiuri, P., Lazarova, M., & Zehetbauer, S. (2004). Top managers' national diversity and boundary spanning: Attitudinal indicators of a firm's internationalization. *Journal of Management Development*, 23(9), 848–859.
- Carmines, E. G., & Zeller, R. A. (1979). *Reliability and validity assessment* (SAGE Publications Series Number 07–017). Newbury Park, CA: SAGE Publications.
- Cohen, E., Taylor, S., & Muller-Camen, M. (2012). HRM's role in corporate social and environmental sustainability. *SHRM Report*, 1, 1–16.
- Docherty, P., Forslin, J., Shani, A. B. (Rami), & Kira, M. (2002). Emerging work systems: From intensive to sustainable. In P. Docherty, J. Forslin & A. B. (Rami) Shani (Eds), *Creating sustainable work systems: Emerging perspectives and practice* (pp. 3–14). London: Routledge.

- Dundon, T., & Gollan, P. J. (2007). Re-conceptualizing voice in the non-union workplace. *International Journal of Human Resource Management*, 18(7), 1182–1198.
- Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the Environment*, 11(2), 130–141.
- Dyne, L. V., Ang, S., & Botero, I. C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies*, 40(6), 1359–1392.
- Ehnert, I. (2006, March). Sustainability issues in human resource management: Linkages, theoretical approaches, and outlines for an emerging field. Paper prepared for 21st EIASM SHRM Workshop, Aston, Birmingham, UK, pp. 30–31.
- . (2009a). Sustainability and human resource management: Reasoning and applications on corporate websites. *European Journal of International Management*, 3(4), 419–438.
- . (2009b). Sustainable human resource management. In *A conceptual and exploratory analysis from a paradox perspective*. Heidelberg: Physica-Verlag Springer.
- Ehnert, I., Harry, W., & Zink, K. J. (Eds). (2014). The future of sustainable HRM. In *Sustainability and Human Resource Management* (pp. 423–442). Berlin, Heidelberg: Springer.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382–388.
- Gao, L., Janssen, O., & Shi, K. (2011). Leader trust and employee voice: The moderating role of empowering leader behaviors. *Leadership Quarterly*, 22(4), 787–798.
- Götz, O., Liehr-Gobbers, K., & Krafft, M. (2010). Evaluation of structural equation models using the partial least squares (PLS) approach. In V. Esposito Vinzi, W. W. Chin, J. Henseler & H. Wang (Eds), *Handbook of partial least squares: Concepts, methods and applications* (pp. 691–711). Berlin: Springer.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective* (Vol. 7). Upper Saddle River, NJ: Pearson.
- Hanisch, K. A., & Hulin, C. L. (1990). Job attitudes and organizational withdrawal: An examination of retirement and other voluntary withdrawal behaviors. *Journal of Vocational Behavior*, 37(1), 60–78.
- . (1991). General attitudes and organizational withdrawal: An evaluation of a causal model. *Journal of Vocational Behavior*, 39(1), 110–128.
- Hart, S. (1997). Beyond greening: Strategies for a sustainable world. *Harvard Business Review*, 75(1), 66–76.
- Hayes, A. F. (2012). *PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling* [White paper]. Retrieved from <http://www.afhayes.com/public/process2012.pdf>
- He, H., Zhu, W., & Zheng, X. (2014). Procedural justice and employee engagement: Roles of organizational identification and moral identity centrality. *Journal of Business Ethics*, 122(4), 681–695.
- Herve, H., Bhuti, L., Agarwal, S., Kushwaha, S., & Causer, A. (2013). Pharmaceutical cluster in Andhra Pradesh. *Harvard Business School*. Retrieved 2 November 2014, from http://www.isc.hbs.edu/resources/courses/moc-course-at-harvard/Documents/pdf/student-projects/India_Pharmaceuticals_2013.pdf
- Hoffman, A. J., & Ventresca, M. J. (1999). The institutional framing of policy debates economics versus the environment. *American Behavioral Scientist*, 42(8), 1368–1392.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal*, 20(2), 195–204.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635–672.
- Hussey, D. M., & Eagan, P. D. (2007). Using structural equation modeling to test environmental performance in small and medium-sized manufacturers: Can SEM help SMEs? *Journal of Cleaner Production*, 15(4), 303–312.
- Inyang, B. J., Awa, H. O., & Enuoh, R. O. (2011). CSR–HRM nexus: Defining the role engagement of the human resources professionals. *International Journal of Business and Social Science*, 2(5), 118–126.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *International Journal of Human Resource Management*, 19(12), 2133–2154.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction into the special issue. *Zeitschrift für Personalforschung*, 25(2), 99–116.

- Jung, D. I., & Sosik, J. J. (2002). Transformational leadership in work groups: The role of empowerment, cohesiveness, and collective-efficacy on perceived group performance. *Small Group Research, 33*(3), 313–336.
- Kira, M. (2002). Moving from consuming to regenerative work. In P. Docherty, J. Forslin & A. B. (Rami) Shani (Eds), *Creating sustainable work systems: Emerging perspectives and practice* (pp. 29–39). London: Routledge.
- . (2003). *From good work to sustainable development: Human resource consumption and regeneration in the post-bureaucratic working life*. Sweden: Stockholm.
- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *International Journal of Human Resource Management, 25*(8), 1069–1089.
- Lievens, F., Van Hoye, G., & Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management, 18*(s1), S45–S59.
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior, 13*(2), 103–123.
- Mariappanadar, S. (2003). Sustainable human resource strategy: The sustainable and unsustainable dilemmas of retrenchment. *International Journal of Social Economics, 30*(8), 906–923.
- . (2012a). Harm of efficiency oriented HRM practices on stakeholders: An ethical issue for sustainability. *Society and Business Review, 7*(2), 168–184.
- . (2012b). The harm indicators of negative externality of efficiency focused organizational practices. *International Journal of Social Economics, 39*(3), 209–220.
- . (2014). The model of negative externality for sustainable HRM. In Ina Ehnert, Wes Harry & Klaus J. Zink (Eds), *Sustainability and human resource management, CSR, sustainability, ethics & governance* (pp. 181–203). Berlin, Heidelberg: Springer.
- Mayer, R. C., & Davis, J. H. (1999). The effect of the performance appraisal system on trust for management: A field quasi-experiment. *Journal of Applied Psychology, 84*(1), 123.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review, 20*(3), 709–734.
- MIDC. (2013). *The Maharashtra Investment Regions*. Mumbai: Ernst and Young India Publications Limited.
- Moldaschl, M., & Fischer, D. (2004). Beyond the management view: A resource-centered socio-economic perspective. *Management Revue, Special Issue, 15*(1), 122–152.
- Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *Academy of Management Annals, 5*(1), 373–412.
- Muchinsky, P. M., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior, 31*(3), 268–277.
- Müller-Christ, G., & Remer, A. (1999). Umweltwirtschaft oder Wirtschaftsoekologie? Vorüberlegung zu einer Theorie des Ressourcenmanagements [Environmental economics or business ecology? Preliminary thoughts on a theory of resource management]. In E. Seidel (Ed.), *Betriebliches Umweltmanagement im 21. Jahrhundert: Aspekte, Aufgaben, Perspektiven [Operational environmental management in the 21st century: Aspects, tasks, perspectives]* (pp. 69–87). Berlin: Springer.
- O'reilly, J., & Aquino, K. (2011). A model of third parties' morally motivated responses to mistreatment in organizations. *Academy of Management Review, 36*(3), 526–543.
- Passmore, D. L., & Baker, R. M. (2005). Sampling strategies and power analysis. *Research in organizations: Foundations and methods of inquiry, 45–56*.
- Perez-Batres, L. A., Miller, V. V., & Pisani, M. J. (2010). CSR, sustainability and the meaning of global reporting for Latin American corporations. *Journal of Business Ethics, 91*(2), 193–209.
- Piccolo, R. F., Greenbaum, R., Hartog, D. N. D., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior, 31*(2–3), 259–278.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior, 15*(3), 245–259.
- Rompa, I. (2011). *Explorative research on sustainable human resource management* (Master's Thesis). Amsterdam: University of Amsterdam.

- Rupp, D. E., Shao, R., Thornton, M. A., & Skarlicki, D. P. (2013). Applicants' and employees' reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology, 66*(4), 895–933.
- Rynes, S. L., Bretz, R. D., & Gerhart, B. (1991). The importance of recruitment in job choice: A different way of looking. *Personnel Psychology, 44*(3), 487–521.
- Schneider, B. (1987). The people make the place. *Personnel Psychology, 40*(3), 437–453.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science, 4*(4), 577–594.
- Shrivastava, P. (1995). The role of corporations in achieving ecological sustainability. *Academy of Management Review, 20*(4), 936–960.
- Si, S., & Li, Y. (2012). Human resource management practices on exit, voice, loyalty, and neglect: Organizational commitment as a mediator. *The International Journal of Human Resource Management, 23*(8), 1705–1716.
- Skarlicki, D. P., & Kulik, C. T. (2004). Third-party reactions to employee (mis) treatment: A justice perspective. *Research in Organizational Behavior, 26*, 183–229.
- Sosik, J. J., Avolio, B. J., & Jung, D. I. (2002). Beneath the mask: Examining the relationship of self-presentation attributes and impression management to charismatic leadership. *Leadership Quarterly, 13*(3), 217–242.
- Stankeviciute, Z., & Savaneviciene, A. (2014). Sustainability as a concept for human resource management. *Economics and Management, 18*(4), 837–846.
- Starik, M., & Rands, G. P. (1995). Weaving an integrated web: Multilevel and multisystem perspectives of ecologically sustainable organizations. *Academy of Management Review, 20*(4), 908–935.
- Taylor, S., Beechler, S., & Napier, N. (1996). Toward an integrative model of strategic international human resource management. *Academy of Management Review, 21*(4), 959–985.
- Thom, N., & Zaugg, R. J. (2002). Das Prinzip Nachhaltigkeit im Personalmanagement [The principle of sustainability in personnel management]. *Personalführung, 35*(7), 52–55.
- . (2004). Nachhaltiges und innovatives Personalmanagement [Sustainable and innovative personnel management]. In E.J. Schwarz (Ed.), *Nachhaltiges Innovationsmanagement [Sustainable innovation management]* (pp. 215–245). Wiesbaden: Gabler Verlag.
- Treviño, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations, 56*(1), 5–37.
- Treviño, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review, 42*(4), 128–142.
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal, 41*(1), 108–119.
- Vanderstraeten, A. (2015). *The HRM Cockpit: An instrument for developing and evaluating sustainable HRM in an organization* (Unpublished Conference Paper, pp. 1–27). Sustainable HRM and employee well-being, proceedings, Sydney.
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes, 115*(2), 204–213.
- Wehling, C., Guanipa Hernandez, A., Osland, J., Osland, A., Deller, J., Tanure, B., ... & Sairaj, A. (2009). An exploratory study of the role of HRM and the transfer of German MNC sustainability values to Brazil. *European Journal of International Management, 3*(2), 176–198.
- Whiting, S. W., Podsakoff, P. M., & Pierce, J. R. (2008). Effects of task performance, helping, voice, and organizational loyalty on performance appraisal ratings. *Journal of Applied Psychology, 93*(1), 125.
- Wilkinson, A. (2005). Downsizing, rightsizing or dumbsizing? Quality, human resources and the management of sustainability. *Total Quality Management and Business Excellence, 16*(8–9), 1079–1088.
- Wilkinson, A., Hill, M., & Gollan, P. (2001). The sustainability debate. *International Journal of Operations and Production Management, 21*(12), 1492–1502.
- Williams-Boyd, P. (2002). *Educational leadership: A reference handbook*. USA: ABC-CLIO Inc.

- Wolf, J. (2013). Improving the sustainable development of firms: The role of employees. *Business Strategy and the Environment*, 22(2), 92–108.
- Wright, P. M., & Haggerty, J. J. (2005). *Missing variables in theories of strategic human resource management: Time, cause, and individuals* (CAHRS Working Paper No. 05–03). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.
- Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource based view of the firm. *Journal of Management*, 27(6), 701–721.
- Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. (2005). The relationship between HR practices and firm performance: Examining causal order. *Personnel Psychology*, 58(2), 409–446.
- Wright, P. M., McMahan, G. C., & McWilliams, A. (1994). Human resources and sustained competitive advantage: A resource-based perspective. *International Journal of Human Resource Management*, 5(2), 301–326.
- Wright, P. M., Snell, S. A., & Dyer, L. (2005). New models of strategic HRM in a global context. *The International Journal of Human Resource Management*, 16(6), 875–881.
- Zaugg, R. J. (2009). *Sustainable HR management: New perspectives and empirical explanations*. Wiesbaden: Gabler.
- Zaugg, R. J., Blum, A., & Thom, N. (2001). *Sustainability in human resource management* (Working Paper No. 51, Institute for Organisation und Personal). Bern: University of Bern.
- Zhu, Q., & Sarkis, J. (2007). The moderating effects of institutional pressures on emergent green supply chain practices and performance. *International Journal of Production Research*, 45(18–19), 4333–4355.
- Zikmund, W. (1997). *Business research methods* (5 ed.). Fort Worth TX: Dryden.
- Zink, K. J. (2014). Designing sustainable work systems: The need for a systems approach. *Applied Ergonomics*, 45(1), 126–132.
- Zoogah, D. B. (2011). The dynamics of green HRM behaviors: A cognitive social information processing approach. *German Journal of Human Resource Management*, 25(2), 117–139.