



THE IMPACT OF SUSTAINABLE HRM PRACTICES ON JOB PERFORMANCE IN UAE ORGANIZATIONS

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Abstract: This paper explores the relationship between sustainable human resource management (HRM) practices and job performance within the United Arab Emirates (UAE) healthcare industry. Drawing from the literature on sustainable HRM practices, the study examines the impact of sustainable selection processes, employee empowerment, and training on job performance. The findings reveal significant positive correlations between sustainable selection processes, employee empowerment, and training with job performance. Structured interviews, internal promotion policies, and regular training opportunities were identified as key factors contributing to enhanced job performance. The study underscores the importance of sustainable HRM practices in fostering a motivated, capable, and high-performing workforce. Practical implications for organizations include developing transparent recruitment practices, providing opportunities for career progression, and fostering a culture of continuous learning and development. Future research should explore additional dimensions of sustainable HRM practices and investigate the impact of cultural factors on employee perceptions of HRM practices. Overall, this study highlights the critical role of sustainable HRM practices in enhancing organizational performance and contributing to long-term success and sustainability.

Keywords: *employee motivation, employee job satisfaction, efficiency.*

Introduction

Sustainable HRM is an approach towards maintaining the proper state of workers' input and health, which does not let businesses suffer in the present and allows for similar practices in the future (Daily et al., 2020). It directs attention to harmonizing commercial outcomes with environmental and societal accountability, employing efforts on staff variety, education, and development, employee care, reliable recruitment, and pay (Grizzle & McCoy, 2016).

From the perspective of Sustainable HRM, there has been a shift away from the traditional role of HRM, primarily based on recruitment, training, and management of people focused on regulatory compliance (Gond et al., 2017). Strategic talent management is an approach to integrating the environmental, social, and economic dimensions into talent management over time (Delaney & Rogovsky, 2015). Not only are some critical practices in this model promoting less sustainable commuting and paper reduction impact on the environment through policies such as diversity and inclusion, but they are also major ones. Additionally, there is an implementation of future skill talent development programs that ensure compliance with health and safety at work policies, properly offering competitive total rewards in a socially responsible manner, and provision of life balance (Mandhanya & Shah, 2010; Pfeffer, 2010)-flexibility to employees for work.

Over the past years, sustainable HRM has been recognized due to the growing issues of environmental protection, social justice, and concerns about future generations (Lubin & Esty, 2014). Impacts from climate change, inequality, demographic shifts, and now the increasing 19 pose challenges on organizations where they are under pressure from-exacerbated by COVID stakeholders to demonstrate their sustainable and ethical behaviors that bring value to businesses and society as a whole (Bansal & DesJardine, 2014; Eccles et al., 2020).

Therefore, adopting sustainable HRM principles and practices can help an organization become more attractive for talent acquisition and retention.

In the Middle East, the United Arab Emirates (UAE) is a significant economic power and the best example of sustainable leadership. The UAE government, seeking to move from an oil-based economy, has defined objectives for economic diversification and is striving towards knowledge. Therefore, the government designed a term vision plan, "UAE Centennial-environmental protection, and social progress

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in its long 2071,” and other strategic directions. According to the Ministry of Economy (2021), sustainable development is among the core values contributing to a competitive knowledge economy and improving the environmental management system. The sustainability challenges are even more urgent for the UAE case because of rapid urbanization, population growth, and arid desert climatic conditions (Brand et al., 2019). The younger generations that enter the workforce are increasingly concerned with social responsibility and the effects of corporations on the environment and community. Concerning the vision of the UAE, the government has declared the quality of life a national priority, emphasizing economic diversification and human capital development. These goals are highly compatible with improvement and environmental stewardship, a sustainable HRM approach that respects many stakeholders and manages them effectively in the long term (UAE Vision 2021, n.d.). The fact that UAE people are primarily young makes introducing sustainable HRM a prominent issue for UAE organizations. The UAE is one of the youngest countries in the world; over 80% of the population is under 35 (World Bank, 2021). Younger employees usually have more ecological preferences and ethically consider business decisions (Bursian & Jäger, 2019). According to Bayt.com and Yougov (2020), 87% of Emirati citizens claim corporate social responsibility is a crucial job criterion. Considering these sociopolitical and environmental determinants, it is worth exploring how organizations could effectively integrate sustainable HRM practices within their strategic priorities.

So far, much research about sustainable HRM practices has been conducted in the West, one of them in the Middle East. However, it is essential to note that the cultural context of the Middle East is significantly different from Western settings where similar studies have been conducted before. Therefore, this research aims to explore the benefits and challenges of implementing sustainable HRM practices in the UAE and examine how these factors influence job performance across key industries.

Our research seeks to answer the following questions: 1. Is the sustainable selection process positively related to job performance? 2. Is sustainable Employee Empowerment positively related to Job performance? 3. Is training positively related to Job performance?

This paper consists of three sections. Firstly, we will analyze the literature on the relevant concepts, such as sustainable HRM practices. Secondly, we will present the methodology and results. Finally, we will elaborate on our results and propose recommendations for further studies.

Literature Review

The significance of sustainable business practices has become increasingly evident in recent years. This shift is driven by the dynamic nature of organizations and the adoption of innovative methods (Davidescu, Apostu, Paul & Casuneanu, 2020). Sustainable Human Resource Management (HRM) is an evolution of strategic HR, offering a novel approach to managing human resources (Davidescu et al., 2020). Literature suggests sustainable HRM practices positively impact employee well-being, motivation, and productivity, leading to higher job performance (Manzoor, Wei, Bányai, Nurunnabi, & Subhan, 2019).

The sustainable selection process is a key component of sustainable HRM. It involves evaluating candidates' qualifications and values to ensure alignment with the company's sustainability goals (Ahmad & Schroeder, 2002). This process is beneficial as it helps companies attract competent and committed individuals to sustainable practices. Consequently, these individuals will likely perform better due to their alignment with the company's culture and objectives (Ahmad & Schroeder, 2002).

Sustainable employee empowerment is a powerful tool for enhancing organizational performance. It involves granting employees the authority and encouragement to contribute to the company's sustainability goals. By giving employees autonomy and involving them in sustainability-related decision-making, organizations can foster responsibility, engagement, and innovation within their workforce (Yusoff, Imran, Qureshi, & Kazi, 2016). This empowerment improves performance as employees feel valued and motivated to contribute to the organization's sustainability objectives (Yusoff et al., 2016).

Training is crucial for equipping staff with the knowledge and skills to perform their duties effectively. Employees trained in sustainable practices are expected to demonstrate improved performance by implementing sustainable solutions, making informed decisions, and adapting to changing environmental and societal conditions (Manzoor et al., 2019).

Major multinational corporations are increasingly passionate about sustainability, recognizing their human capital as the key to future growth and development (Mazur, 2014). Sustainable HR practices, particularly in hiring, training, employee empowerment, and performance management, are not just critical success factors for firms, but also bring a host of benefits. Research indicates that responsible people management practices lead to commitment and motivation, enhancing productivity through leadership and morale (Kuvaas et al., 2017). Additionally, studies from various regions show that sustainable HRM



practices not only positively influence employee job satisfaction and effort (Long et al., 2018; Nazir & Islam, 2017), but also contribute to the overall success of the organization.

Specifically in the UAE, surveys have shown that green, socially responsible, and ethical HR management practices have a direct impact on employee performance. In this region, public sector jobs are highly sought after due to the career development opportunities, job security, work-life balance, and family-friendly policies they offer (Kuvaas et al., 2017). It's clear that recruitment and selection processes that thoroughly evaluate candidates and provide suitable orientation are key to gaining a competitive edge in the job market (Dunlop et al., 2017).

The importance of education and training cannot be overstated. A significant number of survey respondents have emphasized that skill enhancement is crucial for career success. In today's rapidly evolving job market, continuous education and skill development are not just beneficial but necessary (Bass, 1997). By enhancing cognitive abilities, critical thinking, and problem-solving skills, employees are better equipped to meet the challenges of today's competitive environment, thereby improving their marketability and adaptability.

Formal testing during hiring processes has varied importance among respondents. While some see it as crucial, others do not consider it a reliable predictor of performance. Cross-training also received mixed responses, with some valuing specialization over a broad skill set.

Meaningful work is highly valued, with many respondents indicating that it significantly contributes to their happiness and professional commitment (Chen & Walker, 2023). Employees are more likely to remain engaged and productive if their work is meaningful and aligns with their values. Sustainable HR practices emphasizing purpose, belonging, and feeling valued enhance employee satisfaction and organizational performance (Kuvaas et al., 2017).

Survey data suggests that employees prefer structured interviews to avoid hiring the wrong candidates, aligning with organizational values of fairness and equality. Structured interviews ensure consistency and fairness, fostering trust and integrity within the company.

Employee ambition and the desire for career progression highlight the need for organizations to recognize and reward efforts, thereby retaining talent and fostering a motivated workforce. Continuous learning and skill improvement are vital for staying competitive and innovative in a dynamic global economy (Genari & Macke, 2022).

In conclusion, sustainable HR practices prioritizing employee welfare, continuous education, meaningful work, and empowerment are essential for enhancing organizational performance. By aligning personal ambitions with organizational goals, companies can create a satisfying work environment that supports long-term success. Sustainable HR policies build a foundation for a positive work environment where employees feel valued and contribute to a sustainable future.

Methodological design

This research paper examined the correlation between sustainable human resource management practices and job performance. These activities include the sustainable selection process, sustainable employee empowerment, and training. We proposed the following research hypothesis:

H1: The sustainable selection process is positively related to Job performance

H2: The sustainable employee empowerment process is positively associated with Job performance

H3: Training is positively related to Job performance.

This investigation was carried out within the healthcare industry of the United Arab Emirates (UAE) to examine the associations between sustainable human resource management (HRM) practices and job performance. The study was conducted from February 2024 to March 2024. The sampling method used was quantitative random sampling, which ensures that every individual within the designated population has an equitable opportunity to be chosen for inclusion in the sample. This will reflect the entire population.

In this research, we used the instrument designed by Manzoor et al. (2019). The questionnaire covered questions about sustainable human resource management practices, work performance, and demographic details.

The data were analyzed using SPSS software. The quantitative data analysis methods, including correlation analysis and descriptive statistics, were used to investigate the associations between sustainable human resource management practices and job performance. The sample size was 136 respondents. The study generalizes the research findings by utilizing quantitative random sampling to obtain a broad and representative sample of healthcare professionals in the UAE.



Demographic Factors

Demographic variables, including gender, age, education level, professional experience, location of employment, and nationality, are the components that were looked at in the research. This study's total number of respondents was 136; 75 were females, and 61 were males. Understanding the breakdown of gender demographics can help identify any differences related to gender in responses and outcomes, offering insights for creating gender-specific interventions or policies in the healthcare sector.

Segmenting participants by age allows for examining how different age groups perceive and respond to human resource management practices and job performance. The respondents fell into age brackets: 27.8% were under 25 years old, 58.3% were between 26 and 35 years old, 19.4% were aged between 36 and 45 years old, and 2.8% were in the age group between 46 and 55 years old. Younger individuals may bring perspectives and tech-savvy skills, while older individuals can offer their expertise and institutional knowledge. Analyzing these age groups enables tailoring strategies to meet the needs and preferences of employees at various stages in their careers.

Individuals' education level indicates their qualifications and academic history, which can impact their comprehension of sustainability principles, expectations about job performance, and career objectives. Our demographics showed that the majority of the respondents, 44.4%, were graduates, 25% were undergraduates, 25% were high school students, and the least number of respondents, 5.6%, were PhD holders. Increased degrees of education are likely associated with a heightened consciousness of sustainability concerns and competence in adopting sustainable practices within the professional environment.

Rubel et al. (2021) state that working experience provides vital insights into respondents' professional longevity, knowledge, abilities, and expertise. The majority of the respondents, 58.3%, worked five years, followed by 16.7% from 11-20 years, then 13.9% for 6-10 years, then 5.6% for both groups 21-30 years and the group above 31 years. Experienced personnel may better understand organizational dynamics and sustainability, while less experienced individuals may bring new ideas and energy. Understanding professional experience distribution helps customize training and development to meet the needs of different staff cohorts.

We also identified whether respondents work in the private, public, or business sectors. The workplace environment can significantly affect employee satisfaction, sustainability initiatives, and company goals. Workplace demographics reveal sector-specific HRM issues and opportunities. 52.8% of the respondents work in the public sector, 36.1% in the private sector, 8.3% in other sectors, and 2.8% are business owners.

Results & Analysis

The relationship between the sustainable selection process and job performance

We analyzed whether the sustainable selection process exists in organizations in the UAE. The results showed that the majority of respondents agree that experienced and qualified workers have the opportunity to be promoted to higher positions within the department (AR 4.11). More than half agree that candidates undergo structured interviews before being hired. On the other hand, the least of them agree that candidates take formal tests before being hired (AR 2.94) (Table 1)

Table 1

Sustainable selection process	Mean	St. Deviation
Candidates undergo structured interviews (job-related questions, same questions asked of all candidates, and rating scales) before being hired.	3.69	1.5
Experienced and qualified workers have the opportunity to be promoted to positions of superior pay and/or responsibility within the department	4.11	1.01
Candidates for this job take formal tests (paper and pencil or work samples) before being hired	2.94	1.35

Overall, most respondents agree that they always complete the duties specified in their job description (AR 4.33) and meet all the formal performance requirements of the job (AR 4.30). A high percentage also agree that they fulfill all responsibilities required by their job (AR 4.58) and always pay attention to aspects of the job they are obligated to perform (AR 4.33). However, a smaller percentage of



respondents admit that they often fail to perform essential duties (AR 3.12) (Table 2).

The findings make it clear that respondents in the United Arab Emirates typically view their job performance positively, with most carrying out their duties and meeting performance standards. To guarantee that workers consistently carry out all significant responsibilities, there is still space for development.

Table 2

Job performance	Mean	St. Deviation
I always complete the duties specified in my job description	4.33	0.96
I meet all the formal performance requirements of the job	4.3	0.85
I fulfill all responsibilities required by my job.	4.58	0.73
I never neglect aspects of the job that I am obligated to perform	4.33	0.71
I often fail to perform important duties.	3.12	1.66

In our paper, we have tried to discover whether the sustainable selection process is positively related to job performance in companies in the UAE. We conducted Pearson’s correlation to identify the relationship between the sustainable selection process and job performance. The results have shown a strong, positive correlation between the sustainable selection process and job performance, which was statistically significant ($r = .502$, $n = 36$, $p = .002$) (Table 3). Therefore, we can conclude that our first hypothesis is confirmed.

Table 3

Correlations		Selection process	Job performance
Selection process	Pearson Correlation	1	.502**
	Sig. (2-tailed)		.002
	N	36	36
Job performance	Pearson Correlation	.502**	1
	Sig. (2-tailed)	.002	
	N	36	36

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between sustainable employee empowerment and job performance

The analysis of employee empowerment data reveals that employees highly value the meaningfulness of their work and autonomy in performing their tasks. The high scores of 4.44 for “The job I do is very meaningful for me” and “I have essential autonomy in determining how I perform my work” indicate that employees find purpose and control in their job roles. Additionally, the strong confidence level of 4.41 in “I am confident about my abilities to execute my job activities” suggests that employees feel capable and assured in their skills.

Conversely, employees indicated lower scores for aspects of influence and control in their department. The items “I have considerable influence over what happens in my department” and “I have an immense deal of control over what happens in my department” received low scores of 4.02 and 4.16, respectively. Similarly, “I have a significant opportunity for independence in my work” scored 4.11. These lower scores suggest that employees may feel less empowered to influence outcomes and control their work environment. Addressing these areas of lower empowerment could enhance overall employee satisfaction and engagement in the workplace. (table 4)



Table 4

Employee empowerment	Mean	St. deviation
The job I do is very meaningful for me.	4.44	0.77
My work activities are personally important to me.	4.22	1.09
The work I do is very important to me.	4.38	0.99
I am self-assured about my talent to perform my work.	4.30	0.95
I am confident about my abilities to execute my job activities.	4.41	0.90
I have the necessary skills for my job.	4.30	0.88
I have essential autonomy in determining how I perform my work.	4.44	0.77
I can decide on my own to perform my duties	4.19	1.21
I have a significant opportunity for Independence in how I do my work.	4.11	1.16
My impact on what happens in my department is significant	4.25	1.02
I have an immense deal of control over what happens in my department.	4.16	0.87
I have considerable influence over what happens in my department.	4.02	1.01

Based on the data analysis for employee empowerment and job performance, the results indicate a strong, positive correlation between sustainable employee empowerment and job performance, which is statistically significant ($r = .613$, $n = 36$, $p = <.001$). This means a substantial relationship exists between empowering employees and their job performance in companies in the UAE. The strong correlation suggests that employees are more likely to perform better when they are empowered in their roles. Therefore, the second hypothesis regarding the relationship between sustainable employee empowerment and job performance is confirmed based on the results. This highlights the importance of employee empowerment in enhancing job performance within organizations in the UAE, and we can conclude that the second hypothesis is confirmed.

Table 5

Correlations		employee empowerment	Job performance
Employee empowerment	Pearson Correlation	1	.613**
	Sig. (2-tailed)		<.001
	N	36	36
Job performance	Pearson Correlation	.613**	1
	Sig. (2-tailed)	<.001	
	N	36	36

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between the training and job performance

Based on the average ratings for the training provided to employees in the workplace, we can see that employees generally feel positively about the training they receive:

Employees receive regular workplace training to improve their skills, with an average rating of 4.30, indicating they think they are provided opportunities to enhance their skills.

The administration believes continual training and promotion of employees’ skills are essential, with an average rating of 4.13. This result suggests a focus on skill development and growth within the organization.

Employees receive training to execute multiple tasks, rated at 4.08 on average, indicating that employees are equipped to handle various job responsibilities.

Employees are cross-trained to perform other tasks if necessary, and the average rating of 3.97 implies that they are versatile and adaptable.

Employees are encouraged to learn specific skills rather than develop a broad skill base, with an average rating of 3.94, suggesting a focus on targeted skill development. (table 6)



Table 6

Training	Mean	St. deviation
Employees receive training in workplace to improve their skills on a regular basis.	4.30	1.09
The administration believes that continual training and promoting of employees' skills are important.	4.13	1.09
Employees receive training to execute multiple tasks.	4.08	1.25
Employees are cross trained so that they can perform other tasks if necessary.	3.97	1.02
Employees are encouraged to learn specific skills, rather than develop a broad skill base	3.94	1.04

Based on Pearson's correlation analysis, which was conducted to identify the relationship between training and job performance in companies in the UAE, the results show a strong, positive correlation between training and job performance. The correlation coefficient was found to be .625, statistically significant at $p < .001$. (Table 7)

This indicates a strong positive relationship between employee training and job performance. Employees receiving adequate training are more likely to exhibit higher job performance levels. This finding supports the idea that investing in employee training can significantly impact organizational job performance, and we can say that the second hypothesis is confirmed.

Table 7

Correlations		employee empowerment	Job performance
training	Pearson Correlation	1	.625**
	Sig. (2-tailed)		<.001
	N	136	136
Job performance	Pearson Correlation	.625**	1
	Sig. (2-tailed)	<.001	
	N	136	136

** . Correlation is significant at the 0.01 level (2-tailed).

Discussion

The findings from this study reveal significant correlations between sustainable human resource management (HRM) practices and enhanced job performance in organizations in the UAE. This research underscores the multifaceted benefits of adopting sustainable HRM practices by focusing on sustainable selection processes, employee empowerment, and training. This discussion integrates our empirical findings with the literature reviewed earlier, highlighting the alignment and disparities and offering deeper insights into the implications for HRM practices.

Sustainable Selection Process

The study found a robust positive correlation between sustainable selection processes and job performance ($r = .502$, $p = .002$). Respondents largely agreed that structured interviews are an essential component of the hiring process (Mean 3.69, SD 1.5) (Table 1). This finding aligns with the literature, where Ahmad and Schroeder (2002) emphasized that structured interviews attract candidates who possess the necessary competencies and share a commitment to the company's sustainability goals. Structured interviews, involving job-related questions and rating scales, ensure fair and effective evaluations, as indicated by the high ratings from respondents.

Moreover, the high agreement on promotion opportunities for experienced and qualified workers (Mean 4.11, SD 1.01) corroborates Bowen, Ledford, and Nathan's (1991) argument that internal promotion policies enhance organizational commitment and performance. Employees appreciate organizations recognizing and rewarding their skills and experience, motivating them to perform well and aspire for growth within the company. This finding also reflects the conclusions of Purcell et al. (2003), who found that promotion opportunities are crucial for employee retention and performance.

However, the relatively lower rating for formal tests (Mean 2.94, SD 1.35) indicates a lesser emphasis on formal testing. While structured interviews are prevalent, incorporating formal tests could further ensure the selection of the right candidates by assessing their technical skills, as highlighted by respondents who see formal testing as part of a sustainable selection process. This suggests an area



for improvement in the selection process to enhance the rigor and comprehensiveness of candidate evaluation.

Employee Empowerment

The study confirms a strong positive correlation between employee empowerment and job performance ($r = .613, p < .001$). Employees reported high levels of meaningfulness in their work (Mean 4.44, SD 0.77) and confidence in their abilities (Mean 4.41, SD 0.90), indicating they feel valued and competent in their roles. These findings support Yusoff et al. (2016), who posited that empowered employees are more engaged, innovative, and productive.

The literature extensively covers the positive impact of empowerment on job performance. Spreitzer (1995) emphasized that psychological empowerment, comprising meaningfulness, competence, self-determination, and impact, leads to higher job satisfaction and performance. Our study supports this framework, particularly highlighting meaningfulness and competence as critical factors. However, while employees felt a significant degree of autonomy in their work (Mean 4.44, SD 0.77), they reported lower levels of influence and control over departmental outcomes (Mean scores between 4.02 and 4.16). This discrepancy suggests that while individual autonomy is well-established, improving empowerment to influence broader organizational decisions could further boost job satisfaction and performance.

These findings resonate with research by Seibert, Wang, and Courtright (2011), who found that empowerment is positively related to job satisfaction, organizational commitment, and job performance. Thus, fostering an environment where employees can exert more influence and control over their work environment can significantly enhance their overall performance and organizational outcomes.

Training and Development

The study highlights a strong positive correlation between training and job performance ($r = .625, p < .001$). Employees rated regular training and skill improvement opportunities highly (Mean 4.30, SD 1.09), reflecting a positive perception of the organization's commitment to continuous learning and development (Table 6). This finding aligns with Manzoor et al. (2019), who emphasized the critical role of training in equipping employees with the necessary skills to perform their jobs effectively.

Our results support Salas et al.'s (2012) assertion that effective training enhances employee competencies and organizational performance. The data indicates that employees receive cross-training and are encouraged to develop specific skills (Mean 3.97, SD 1.02 and Mean 3.94, SD 1.04, respectively), suggesting that organizations value versatility and targeted skill development. This reinforces the importance of continuous professional development in maintaining high performance levels and meeting evolving organizational needs.

Furthermore, the literature highlights that training programs tailored to the needs of the employees and the strategic goals of the organization can lead to significant improvements in job performance and organizational outcomes (Aguinis & Kraiger, 2009). By fostering a culture of continuous learning and skill development, organizations can ensure that their workforce remains competitive and capable of adapting to changes in the job market and industry standards.

Integration and Implications

Integrating these findings, it is evident that sustainable HR practices significantly contribute to improved job performance. The strong correlations between sustainable selection processes, employee empowerment, and training with job performance highlight the multifaceted benefits of these practices. Sustainable HRM not only enhances job performance but also fosters a more engaged, motivated, and competent workforce.

For organizations in the UAE, these findings have crucial implications. Emphasizing sustainable HR practices can enhance their attractiveness to potential employees, boost current employee performance, and ensure long-term organizational success. By prioritizing structured selection processes, empowering employees, and investing in continuous training, organizations can create a positive work environment that promotes sustainability and high performance. These practices align with the strategic HRM perspective, which posits that aligning HR practices with organizational strategy enhances performance (Wright & McMahan, 1992).

In terms of practical implications, organizations should focus on developing transparent recruitment practices, providing opportunities for career progression, and fostering a culture of continuous learning and development. Enhancing employee empowerment by increasing their influence and control over their work environment can also lead to higher job satisfaction and performance.



Conclusion

This study provides robust evidence that sustainable HR practices enhance organizational performance. The strong positive correlations between sustainable selection processes, employee empowerment, and training with job performance underscore the value of these practices in creating a motivated, capable, and high-performing workforce. Our findings align with the existing literature, reinforcing the importance of structured and sustainable HRM practices.

Organizations in the UAE and beyond can leverage these insights to foster sustainable growth and achieve their strategic objectives through effective human resource management. Sustainable HR practices improve job performance and contribute to a more engaged and satisfied workforce, ultimately driving organizational success and sustainability. By investing in sustainable HR practices, organizations can enhance their competitive advantage, improve employee well-being, and contribute to broader societal goals of sustainability and corporate responsibility.

Future research could explore additional dimensions of sustainable HRM practices, such as work-life balance, diversity and inclusion, and environmental sustainability initiatives, to provide a more comprehensive understanding of how these practices impact organizational performance. Additionally, longitudinal studies could offer deeper insights into sustainable HRM practices' long-term effects on employee outcomes and organizational success.

Moreover, considering the UAE's diverse cultural landscape, future research should investigate the impact of cultural factors on employee perceptions of HRM practices. Understanding how different cultural backgrounds influence the effectiveness of HRM practices can help organizations tailor their approaches to better meet the needs of their diverse workforce. This can further enhance job satisfaction, engagement, and retention, contributing to the overall success and sustainability of the organization.

In conclusion, this study highlights the critical role of sustainable HRM practices in enhancing job performance and organizational success. By adopting structured selection processes, empowering employees, and investing in continuous training, organizations can create a positive work environment that supports high performance and sustainability. These findings provide valuable insights for HR practitioners and organizational leaders seeking to improve their HRM practices and achieve long-term success.

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Conflict of interests

The authors declare no conflict of interest.

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