



**IMPROVING EMPLOYEES' PERFORMANCE THROUGH SUSTAINABLE HRM PRACTICES:
A TRIPLE MEDIATION MODEL**

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Abstract. Sustainable HRM is an emerging field in the current era that underpins the favorable implementation of corporate sustainability initiatives. Based on the Indonesian HR management practices, this paper based on the detailed discussion regarding the influence of their sustainable HR practices on the performance level of the native employees, where different major mediating variables are studied. According to the statistical research-based outcomes, the sustainable HRM practices greatly influenced on the organizational identification and the person-job fit based employee's productive performance. However, the existence of organizational rationale for sustainability reduces the involvement level of employees towards the company's policies. These outcomes are derived from conducting an online survey where different relevant questions asked from the related HR managers, company's employees and students, where the SEM based statistics are generated. This is informative research for the current HR department to consider the employees' preferences in their decision-making process. In addition, lack of mixed research, no economic interest, and other incentives based mediating variables may affect its authenticity, which can be covered by upcoming scholars.

Keywords: Human Resource Management; Employees performance; Mediation

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1 Introduction

The modern public health care in early stage of its development was limited to taking care of the plantation workers (Zimmerman & Kiss, 2017). Later on, it expanded to multiple hospitals and health care centers in rural areas. The Dutch have contributed a little in the field of health care before the 1990s and in 1995, several children's health centers were established as the people of rural areas started their family planning (Flores & Rojas, 2020; Mahendradhata et al., 2017). However, there were fewer resources, and there was only one physician for thousands of people. According to Surjaningrum, Minas, Jorm, and Kakuma (2018), organizations should meet the social and economic requirements of their stakeholders to achieve sustainable development. Sustainable HRM is a new strategy to manage the employees of the health sector of Indonesia. This HRM strategy enables to achieve the social and financial goals effectively (Sparrow et al., 2017). The organization signaling helps to motivate the employees and make them feel that their work is meaningful to the organization as well as the country (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). See Table 1.

Table 1: Sustainable HRM practices

Sustainable HRM practices	Description
Employee involvement	The extent to which there are structured initiatives for the involvement of employees
Talent management	The extent to which a structured approach used to develop talent
Employee development	The degree to which systems for learning have been set up
Measuring HR	The degree to which HR processes and outcomes are being evaluated

The employees in the healthcare sector assume that the organization focuses and gives importance to sustainability, not their personal beliefs (Wang, Temsah, & Mallick, 2017). The healthcare employees in Indonesia are provided with inadequate training and fewer opportunities that lead to dissatisfaction (Nababan et al., 2018). Training plays an important role in improving the performance of the employees and provides them opportunities to develop their skills. Labor force participation has been a great issue in the period of 2014 to 2020. According to Brooks et al. (2017), poor work culture is also a problem in the healthcare sector of Indonesia. It results in the employee’s job quitting and demonization. Performance goals are not set for the employees so that their performance could be measured. The biggest problem in the healthcare sector of Indonesia is the distribution of resources that are unevenly distributed (see Figure 1).

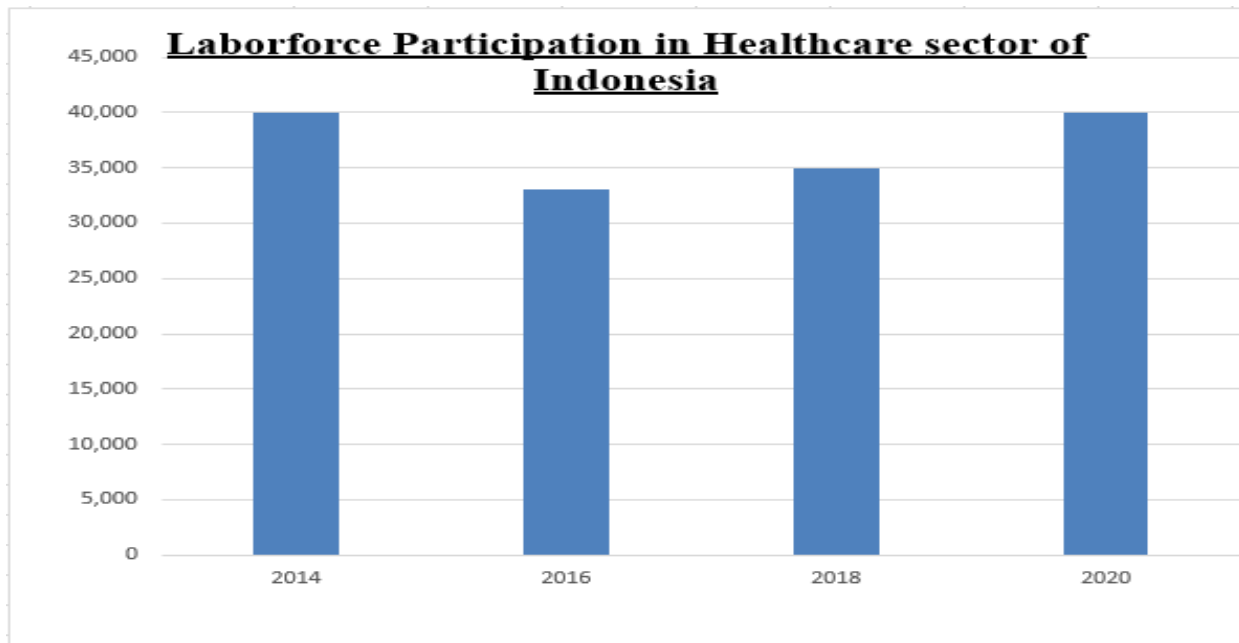


Figure 1: Labor force

During the past few years, different analysts and scholars have evaluated the significance of sustainable HRM procedures as well as practices and their overall impacts on sector performance. For example, recent research by Pratono and Sutanti (2016) has evaluated the overall influence of HRM practices on the individuals and employees of the sector also with the direct impact of HRM practices on the work engagement of employees. This specifies that much of the research has been conducted in the last few years in terms of HRM practices to identify the performance of different sectors. However, the research has not been conducted regarding the health sector of Indonesia and its employee’s performance. Hence, this research article is the latest and important to clearly understand the impact of sustainable HRM practices on the employee’s performance (EP) of the health sector of Indonesia. Moreover, in the past, different scholars such as Jermstittiparsert, Siriattakul, and Wattanapongphasuk (2019) have identified the significance as well as the association b/w among HRM practices and economical

performance of the sector in different areas and perspectives. However, this paper is proving to be significant as well as justified majorly because no other paper and study have evaluated the overall impact of HRM practices with the mediating role of person-job fit and organizational identification to evaluate and improve the performance of employees. The current research has the following aims,

- The initial objective of the given research is to identify the direct impact of sustainable HRM practices on the employee's performance in the health care sector of Indonesia.
- The second purpose of the study is to identify the mediating impact of the organizational rationale for sustainability on the linkage b/w sustainable HRM practices and employee performance in the health care sector of Indonesia.
- The third goal of the current study is to examine the mediating impact role of organizational identification on the association b/w sustainable HRM practices and employee performance in the health care sector of Indonesia.
- Furthermore, the final objective of the study is to evaluate the overall mediating role played by person-job fit in the relationship b/w HRM practices and employee performance in the health care sector of Indonesia.

The sustainable performance of the employees plays a major role in the progress and development of organizations. There is a clear idea that sustainable HRM is a source of making a strong relationship among all the worthwhile sectors of life in any business. There is an undeniable fact that the health sector has its value and significance in the life of the employees of any field. Through sustainable management and the reforms, bring harmony and unity among the employees. Consequently, this study focuses on the role of employees of health sectors by the means of HRM sustainable management. Generally, a thesis consists of five chapters as the introduction, review of related literature, research methodology, findings, and conclusions. The first and the main point of discussion comprises of these subheadings as a general statement of the problem, the significance of the thesis, research questions, limitations and delimitations, assumptions, and definitions. The second chapter comprises the work of previous studies and their link on today's work. This chapter also expresses the uniqueness of the present study. The third chapter discusses design, methodology and the next express the findings, and results of the study and the last chapter discuss the discussion and the conclusion.

2 Literature review

2.1 Theory of HRM practices in the workplace

According to Dumont, Shen, and Deng (2017) in research the best human practices in the workplace are a collection of HRM processes as well as actions that work organizationally. In HRM theories, there are two most important arguments on how to manage employees and their overall performance at the workplace, the first one is the best fit and the second is sustainable practices (Bratton & Gold, 2017; Mehmood & Farooqi, 2020; Prasetyo, & Kistanti, 2020; Laužikas, & Miliūtė, 2020; Bombiak, 2020). Sustainable practices are a set of organizational HR methods and processes to majorly lead to better as well as superior employee performance (Khandakar & Pangil, 2019; Zeb, N., et al., 2020; Chen, Y., 2020). According to its promoter and advocator, there are specific bundles of HR processes that support different sectors and industries in improving the performance of their employees regardless of the sector settings and culture. This indicates that the HR strategy and sustainable HR practices should be aligned with the sector's strategy for sustainable employee performance as well as optimum efficiency (Lewis, Cardy, & Huang, 2019; Dong, X., 2020). In the given literature, this alignment and association have also been referred to as sustainable HRM practices to achieve better and sustainable employee performance. According to the theory of HRM practices, some sustainable HR practices help many sectors in attaining sustainable employee performance at the workplace (Kinnie & Swart, 2020). These sustainable HRM practices are proving security to all employees at the workplace, performance-based rewards, and compensation, hiring the right individuals for the right place, training in related skills and abilities, self-controlled and effective teams,

developing an effective organizational culture and creating knowledge easily available to those who need it (Farndale & Sanders, 2017).

2.2 Relationship b/w sustainable HRM practices and employee performance (EP)

Sustainability is a process, a term that is beyond the limits to be described in words to express its worth and value (Goball, Ayyub, Mansor, Kelana, & Noordin, 2018). Sustainability means what the management does today and has very positive effects on tomorrow. Thus, sustainable HRM is about creating sources and the competitive advantage for the organizations, shareholder value, and sustainable employability for the employees. Kelana, Mansor, and Sanny (2016) in research explained that there is a very positive influence of sustainable HRM and the employee's performance as sustainable HRM wins the trust and loyalty of the employees. All the policies of the HRM are well accepted and a healthy environment is created to perform the duties and fulfill the desired goals and achievements (Nwosu & Ogunyemi, 2020). Sustainable HRM creates a very positive relationship between the employees and the authority (Mulwa, 2018). According to Mwangi and Njuguna (2019), the management impacts very positively and the production of the organization goes up and the rivals of the market world leave far behind. Sustainable management develops when it makes clear strategic planning with good leadership and the proper take care of the policies to engage the workforce or the employees so that they play a vital role in the continuous progress and the production of the organization. Thus, based on the above discussion this research study recommends the following hypotheses,

H1: Sustainable HRM practices have a positive impact on employee performance.

2.3 The mediating role of the organizational rationale for sustainability in the relationship b/w sustainability HRM practices and EP

The process in which the employees need to perceive the commitment of the organization to attain sustainability is known as the organizational rationale for sustainability. The organizations are working to develop a competitive workforce and helping the employees in achieving their goals effectively by developing their skills (Jerónimo, de Lacerda, & Henriques, 2020). A new concept in the health care sectors in Indonesia is introduced to enhance the relationship of sustainable HRM practices and employee performance, named as role congruity of sustainability. The organizational rationale for sustainability improves the performance and engagement of the employees (Hosain, Hossin, Xiaohua, Aktaruzzaman, & Mustafi, 2020). According to Guerci, Longoni, and Luzzini (2016), HRM practices involve training, diversity management, and the safety of the organization. The organization can fulfill the needs and requirements of the stakeholders without negotiating its capability to fulfill its future requirements and needs. Economic sustainability is not enough for achieving the overall sustainability of an organization. Sustainable HRM is majorly concerned with encouraging green actions and practices among employees. According to the Rasool, Samma, Wang, Zhao, and Zhang (2019) consumers, employees, and the environment are the three-goal factors that lead an organization to success. The HRM practices and the positive and effective performance of the employees are the key factors to attain competitive benefits and advantages for an organization. These practices encourage the employees at work to achieve the organizational objectives and goals through their knowledge. Multiple goals should be addressed in an organization to encourage the employees to attain sustainability. The triple bottom line approach should be used to provide sustainable HRM practices and can help in solving the grand challenges. The HRM practices are not only limited to environmental factors, but it also consists of the practices for enhancing the abilities of the employees in an organization (Masri & Jaaron, 2017). These practices help in encouraging employees through interest and action alignments. According to the study by Cooper, Wang, Bartram, and Cooke (2019) when the employees start taking an interest in their work, and their work becomes more meaningful to them, they are willing to contribute more effectively towards their organizational goals. The theory of HRM practices in the workplace proved the positive role of the organizational rationale for sustainability in improving the existing performance of employees of different sectors (Shanker, Bhanugopan, Van der Heijden, & Farrell, 2017). Hence, the above discussion leads to the development of the hypotheses as follows:

H2: Organizational rationale for sustainability positively mediates the relationship b/w sustainability HRM practices and employee performance.

2.4 *The mediating impact of organizational identification on the relationship b/w sustainable HRM practices and EP*

Organizational identification (OID) is a situation and environment in which the employees and the organization share the same goals and values (Carmeli, Brammer, Gomes, & Tarba, 2017). The employees and the management work on the same page and achieve the desired goals. According to Järnlström, Saru, and Vanhala (2018), sustainable HRM builds a positive path and valuable strategies to maintain progress and development. When the HRM identifies the goals and aims at building a sustainable relationship and association with the workforce and the management of all walks of life they create a harmony and make it easy for the employees to share their ideas so that their performance and productivity may be increased and very strong and sustainable collaboration among all the departments of the firm or organization may be developed (Hussain et al., 2020). Thus organizational identification has a mediating role in the association between sustainable HRM practices and employee performance (Santana & Lopez-Cabrales, 2019). OID is just like a team where all the members are very important to play their role and influence through their performance. Sustainable management makes it easy and provides such an environment to create a scenario that enables every individual to produce and perform with excellence. Hence, the above discussion propose the given hypotheses,

H3: Organizational identification significantly mediates the relationship b/w sustainable HRM practices and employee performance.

2.5 *The mediating impact of person-job fit (PJF) on the association b/w sustainable HRM practices and EP*

According to Mensah and Bawole (2017), alignment between the employee and his job is referred to as the person-job fit. When an employee is satisfied with his work, he contributes a lot to achieve the organizational goals and work for the welfare of the organization by heart (Bhat & Rainayee, 2019). The abilities and the interests of the employees in health care sectors should be lined up with the activities and the responsibilities of the organization. A person's job fit plays an important role in the job satisfaction of the employees. According to the study by Iqbal, Khan, Mohmand, and Mujtaba (2019) when the employee is engaged with the organization and is satisfied with his job, positive outcomes are produced that are beneficial for an organization. This engagement results in more productive and creative outcomes in the health care sectors in Indonesia. This engagement is the linkage of an employee with his work emotionally and physically. Work engagement requires the dedication and focus of an employee on the job (Cai, Cai, Sun, & Ma, 2018). Such engagement affects not only the financial aspects of an organization but also the mental and physical health of the employees. Engaged employees practice positive emotions and superior health conditions. Proper HRM practices help the employees in achieving high work engagement ranks (Kooij, van Woerkom, Wilkenloh, Dorenbosch, & Denissen, 2017). According to the study Bui, Zeng, and Higgs (2017) the employees who are engaged and committed to their job, face lower turnover. It is supported and proved by the theory of HRM practices in the workplace that the engagement of the employees with their job is beneficial for both the organization and the employee. Therefore, when the employee is fully engaged with his job, he feels satisfaction by efficiently achieving his goals. Based on the discussion, the subsequent hypotheses are proposed by the study as follows:

H4: Person-job fit positively mediates the relationship b/w sustainable HRM practices and employee performance.

Research model is presented in Figure 2.

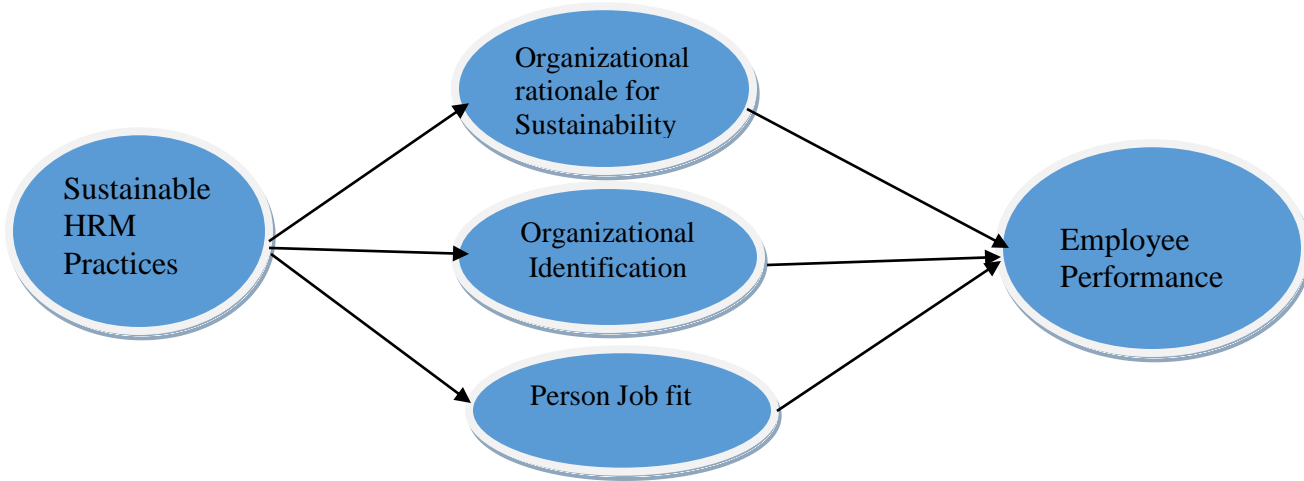


Figure 2: Research Model

3 Methodology

In order to critically evaluate the influence of sustainable human resource practice on the Indonesian employees' performance in the workplace, a quantitative research based descriptive approach is considered that helps to collect the exact data in the critical evaluation. In its data collection portion, the online survey-based questionnaires are distributed among the related participants (Bryman, 2016; Ul-Hameed, Mohammad, & Shahar, 2018). The major targeted audience of this paper is human resource department management and its employees in an Indonesian market perspective. In order to collect the relevant information regarding the working class perception and the sustainable HRM policies, different close-ended questions are asked from the related participants. In these questionnaires, the five-point Likert scale (strongly disagree = 1, disagree = 2, neutral = 3, agree = 4 and strongly agree = 5) is implemented in the tested variables based data interpretation. In this research, the independent variable is sustainable HRM practices, the dependent variable is employee performance, while the mediating variables are the organizational rationale for sustainability, organizational identification and person-job fit. This is an effective research method that helps to justify or nullify the tested hypothesis (Thaker et al., 2020). In order to critically evaluate its variables, the SPSS test-based statistical analysis will be made to make constructive outcomes. In this paper, the informative structural equation modeling based statistical technique will be used where the KMO and Bartlett's test, the confirmatory factor analysis and the convergent & discriminant validity are critically evaluated before considering any impact of an independent variable on the dependent variable. Its related outcomes are shown in the next heading, analysis interpretation.

3.1 Demographic Statistics

Its demographic statistics outcome segregated based on the gender, education and age factors like to collect the participants' point of view regarding the sustainable HR policies for employees, 450 questionnaires were distributed among the Indonesian HR managers, working employees, students and other related participants where only 315 of them gave authentic outcome. According to their gender based demographics, there are 165 males and 150 females. This quantity shows that percentage of male responses (52.4%) in the result outcomes is much higher than the female responses (47.6%). Well, in case of their educational factor, the frequency of graduate participants is 38 (12%), the post-graduates are 136 in number (43.2%) and masters are 105 in numbers (33.3%), while the 36 are the other educational field students with only 11.4%. Last, but not the least, is the age group

based division. The majority of the participants are within the age group 31 to 50 years old. According to their detailed statistics, 24% of the overall participants are within the age limit of 21-30 years old (with 76 in numbers), 29.5% are from 31 to 40 years old with 93 in quantity, 30.8% are within the age group of 41 to 50 years old (with 97 in numbers), and the remaining 15.6% (49 in numbers) are more than 50 years old. All the demographic statistics show that majority of the participants are on the managerial post and having experience-based information regarding the importance of health-oriented sustainable HR policies for retaining the employees and their loyalty with the company.

4 Analysis Interpretation

This is an informative research that majorly focuses on the employee's performance affected variables and applies the KMO and Bartlett test, and the SEM in its variables evaluation. Bartlett's test is a sphericity test based on a study of the correlation matrix and explores the unrelated and unsuitable structural detection (Domingues, Mufato Reis, Fonseca, Ávila, & Putnik, 2019; Mokarami, Alizadeh, Pordanjani, & Varmazyar, 2019). While, the Kaiser-Meyer-Olkin measures the adequacy statistics and majorly indicates the variance proportion in the tested variables that may cause underlying factors (Nelson & Cavanagh, 2018; Robinson et al., 2018). In this statistical analysis, there both results are shown in the following tables. Firstly, the descriptive statistics of its results are given below in Table 2.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
SusHRMP	315	1.00	4.90	3.5667	1.09262	-.841	.137
OrgRatS	315	1.00	5.00	3.5003	1.15106	-.679	.137
OrgIdent	315	1.00	5.00	3.5600	1.10323	-.787	.137
PeJobFit	315	1.00	5.00	3.5657	1.07708	-.842	.137
EmplPerf	315	1.00	5.00	3.4447	1.10560	-.621	.137
Valid N (listwise)	315						

According to the above-mentioned statistics, it becomes concluded that the employee performance is effectively deviated from its least mean position (with 1.15 in value) which means if the company's management made some efficient sustainable changes in their operating activities then a productive outcome will be generated. While, the person-job factor is such variable which is least deviated from its standard mean position. This shows that this mediator strongly impacts on the employee performance as compared to the other mediators, named as an organizational rationale for sustainability and organizational identification. Also, the value of sustainability HRM practices, as an independent variable, is less deviated from its mean position which shows that such long-lasting vision oriented sustainable policies of the HR department enhanced the confidence of employees to remain with the company. Well, the statistics of the KMO and Bartlett's test is shown in the following table 3.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.942
Bartlett's Test of Sphericity	Approx. Chi-Square	12570.027
	df	528
	Sig.	.000

The above table shows that the KMO value is 0.942 means within its threshold range. Also, its Bartlett test based chi-square, difference, and significance values show the favorable outcomes which depict that this model is a good fit. After this, its rotated component matrix-based outcomes are shown in the following table 4.

Table 4: Rotated Component Matrixa

	Component				
	1	2	3	4	5
HR1	.671				
HR2	.757				
HR3	.815				
HR4	.844				
HR5	.826				
HR6	.833				
HR7	.821				
HR8	.831				
HR9	.846				
HR10	.821				
OR1					.741
OR2					.792
OR3					.799
PR4					.790
OI1			.829		
OI2			.816		
OI3			.846		
OI4			.815		
OI5			.849		
OI6			.842		
JF1				.763	
JF2				.774	
JF3				.780	
JF4				.811	
JF5				.842	
JF6				.839	
EP1		.819			
EP2		.874			
EP3		.878			
EP4		.879			
EP5		.886			
EP6		.886			
EP7		.868			

According to the above statistical figures of the tested variables, the rotated component matrix values of each variable is more than 0.7 at their threshold range. So, no more confusion has remained on the factor loading mechanism and all the items are effectively loaded in this tested model. Its efficiency/ validity based values are given below in Table 5.

Table 5: Convergent and Discriminant Validity

	CR	AVE	MSV	OI	HR	EP	ORS	JF
OI	0.948	0.751	0.375	0.867				
HR	0.967	0.748	0.325	0.503	0.865			
EP	0.969	0.819	0.244	0.414	0.494	0.905		
ORS	0.941	0.799	0.375	0.612	0.567	0.364	0.894	
JF	0.937	0.712	0.353	0.472	0.570	0.459	0.594	0.844

According to the above convergent and discriminant validity based outcomes, it becomes clear that the average variance extracted value is more than 0.5 while its composite reliability value is higher than 0.7 based standard value which means there is no convergent validity issue within this tested model. In addition to this, the above-mentioned bold letters depict that each variable differs from the other ones so there is no discriminant validity issue occurs within this testing. This test enhanced the validity based outcomes to tested variables. See Table 6.

Table 6: Model Fit Indices

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08
Observed Value	2.711	0.804	0.934	0.934	0.074

The above confirmatory factor analysis indicators based model fit indices show that all the variables are equally uploaded on this SPSS statistical model (Crede & Harms, 2019). Like the above mentioned GFI value is 0.804 (higher than 0.80) and its CMIN/DF value is 2.711 (lower than 3). In addition to this, its RMSEA value is 0.074 which is lower than 0.08, while the similar outcomes (0.934) based IFI and CFI outcomes are higher than 0.90. These statistical outcomes depict that this tested model is accurate for the proper uploading of all the tested items. The graphical representation of CFA is shown in the following figure 3.

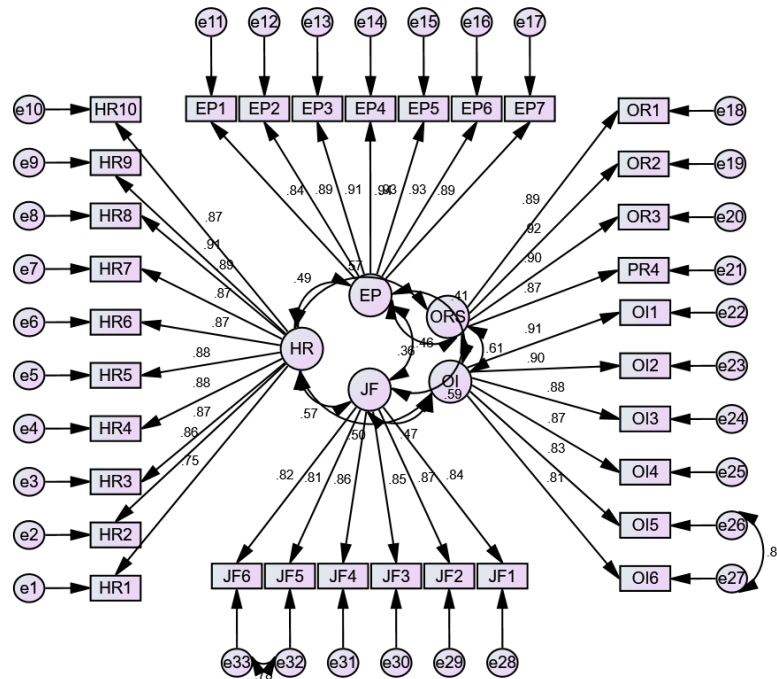


Figure 3: CFA

Table 7: Structural Equation Modeling

Total Effect	SusHRMP	PeJobFit	OrgIdent	OrgRatS
PeJobFit	.543**	.000	.000	.000
OrgIdent	.478**	.000	.000	.000
OrgRatS	.549**	.000	.000	.000
EmplPerf	.485**	.234**	.196**	-.052
Direct Effect	SusHRMP	PeJobFit	OrgIdent	OrgRatS
PeJobFit	.543**	.000	.000	.000
OrgIdent	.478**	.000	.000	.000
OrgRatS	.549**	.000	.000	.000
EmplPerf	.293**	.234**	.196**	-.052
Indirect Effect	SusHRMP	PeJobFit	OrgIdent	OrgRatS
PeJobFit	.000	.000	.000	.000
OrgIdent	.000	.000	.000	.000
OrgRatS	.000	.000	.000	.000
EmplPerf	.192**	.000	.000	.000

According to the above informative statistics based SEM outcomes, it becomes concluded that there is a strong influence of the tested independent and mediating variables on the employee's performance. Like the above statistics show that any minor change in the sustainability HRM practices cause a major influence on the person-job fit and organizational rationale for sustainability as compared to the other tested variables. Like, the tested person-job fit variable is 54.3% deviated from its mean position due to the sustainable HR practices within an

organization, while the factor of the organizational rationale for sustainability is 54.9% deviated from the impact of an independent variable. While, the organizational identification changed by 47.8%, and the employee performed shows 48.5% deviation due to the sustainable HR policies based influence. Well, the influence of mediators can be tested through the above-mentioned table that employees' performance shows a 23.4% change due to person-job fit variable, 19.6% through organizational identification, and negatively 5% because of the organizational rationale for sustainability. The graphical representation of this structural equation modeling is shown in the following figure 4.

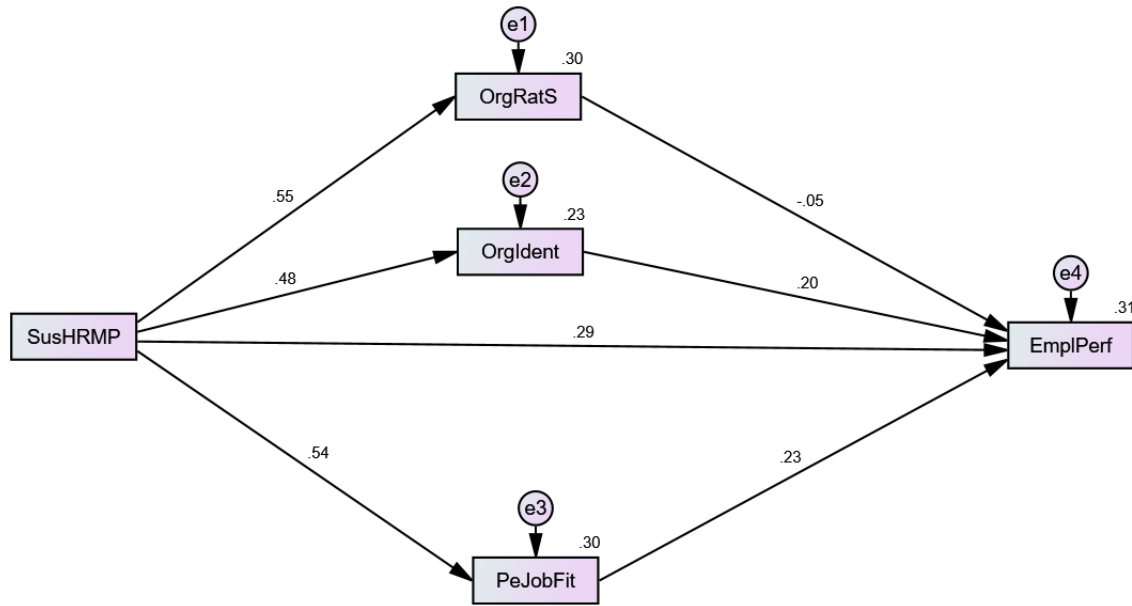


Figure 4: SEM

5 Discussion and Conclusion

5.1 Discussion

The above statistical analysis based outcomes depict that majority of the employees' performance and productivity towards the company mission is highly dependent on the relationship among the company's management and its working employees. Like Helena, Teresa, and Paulo (2020) critically studied the different factors for sustainable human resource management policies towards the employee performance. According to them, the ability-motivation-opportunity theory is a favorable approach to retain a long terms relationship among the company and its related employees. The road to achieve the sustainable HRM from the performance of employees is easy and straightforward, but mostly interlinked with the double-mechanism effect of the perceived organizational rationale for the organizational identification and sustainability (Jerónimo et al., 2020). The above mentioned statistical outcomes from the SEM test also show the negative impact on this organizational rationale for sustainability on the perception level of employees and their productivity factor. It means a company must be conscious regarding developing their entrepreneurial HR development based policies and strategies within a workplace. Also, it becomes quite difficult in front of management to retain the interest of talented employees towards the company's goals. Leonardus, Kittisak, Umair, Hafezali, and Thitinan also discussed the importance of human capital, reward, and training based effective human policies on the development of advanced service recovery performance of a company. This is an effective approach to enhance the commitment level of the employees towards the company's management (Mihardjo, Jermsittiparsert, Ahmed, Chankoson, & Hussain, 2020). According to the

statistics, it becomes clear that if the psychological, biological, personality, goals, abilities, and biological needs based individual characteristics are fulfilled by the HR sustainable practices, then the employees' performance factor will be favorably developed. If this factor is critically considered by the HR manager in the diverse nature-based Indonesian companies, then the confidence level of the employees becomes developed and they started to remain loyal with the company's goals and operating activities (Basuki & Khuzaini, 2020; Sriviboon, 2020).

5.2 Conclusion

Thus, after critically evaluate the influence of sustainable HRM practices within a workplace in the Indonesian market perspective, it becomes concluded that their employees' performance is majorly affected due to the person-job fit based mediating variable. In order to make constructive outcomes, the SEM-based statistical test is applied where all the factors are equally uploaded and their outcomes depict that sustainability HRM practices are also majorly effected on the organizational identification factor along with the person-job fit variable because this approach positively enhanced the employees' engagement towards the company's operation and result in the boosting of their performance. But, there is only one hypothesis nullified regarding the effective mediating role of the organizational rationale for the sustainability factor. It is because such management justification is usually towards the company's profit and goal rather than considering the individual preferences. This factor enhances the negative impact of such advanced HRM practices among the employee's mind and reduces their performance efficiency.

5.3 Future Implications

This paper will add value to the decision-making process of the HR department within an Indonesian company and its state's organization to consider the employees' characteristics in its strategic planning and management of its human capital. Also, it is a productive social cause oriented research that will motivate the Indonesian and other region natives to consider their responsibilities in effective policymaking. Well, this data can also be utilized by the related business research scholars in their data evaluation and discussion portion. All of its values are based on the reality that helps to make efficient steps for future sustainable HR management.

5.4 Limitations and Future Researches

No, doubt, it is informative and useful research but there are some deficiencies within this paper like no mixed-method based versatile research outcomes are considered for analysis. Also, no economic interest and other incentives based mediating variables are considered in the sustainable HRM practices that can be utilized by the upcoming scholars in their related articles.

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