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RESILIENT EMPLOYEES IN RESILIENT ORGANIZATIONS: THE INFLUENCE ON COMPETENCY OF AN ORGANIZATION THROUGH SUSTAINABLE HUMAN RESOURCE MANAGEMENT

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Abstract:

This research investigates the aspect that impacts the autonomy of employees and sustainable HRM involved in corporate recognition against competitors and propensity to leave. This stud supports the idea that resilient employees have the autonomy to change the status of an organization. This study focused solely on employee resilience on the two effects of perceived insider status and perceived external prestige in order to gain a comprehensive understanding of the linkages that exist between the study factors. This study further analyzed that job autonomy may also enhance the employee's capability and potential to try and do their job in the best possible way. Moreover, In this study, questions (items) were taken from previous research studies that were cited in reputable SCI or ESCI publications. Additionally, sophisticated PLS software was employed to carry out the structural equation modeling. This mechanism is based primarily on the subject's comfort to exact process the participants for having to respond to the studies tool or amassing data. Further findings discuss in the study.

Keywords: Sustainable HRM, Propensity to Leave, Competency of an Organization, Resilient Status, Employee Satisfaction, Organizational Empowerment, Organizational Communication.

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Introduction

The chaotic corporate world of today is increasingly being referred to many influential thinkers as a "VUCA environment," which is an environment that is volatile, uncertain, complex, and ambiguous(Mubarik et al., 2021). In order for enterprises to be successful in this climate, they need to be robust as well as more adaptable and flexible than they have ever been. Workplaces that lack resilience, or the ability to recover and thrive after experiencing adversity, are frequently high-stress environments. Unfortunately, a large number of employers and workers are very familiar with this predicament (Al-Alqam, Rehman, & Alsultan, 2022). Britt, Shen, Sinclair, Grossman, and Klieger (2016) provide convincing reasons for the need to think about resilience phenomena and to pinpoint the individual, social, and environmental variables responsible for each set of behaviors. In addition, the authors suggest that resilience dynamics should be studied in order to better understand how individuals respond to adversity. Employees that are stressed have reduced performance, productivity, and morale, and their relationships with coworkers are strained (Khan, Rasheed, Rashid, Abbas, & Mahboob, 2022). People who are under an extreme amount of stress find it difficult to control their feelings, concentrate on the task at hand, form sound judgments, and think effectively (Spangler, Koesten, Fox and Radel, 2012). Heart disease, cancer, pain, and depression are just some of the illnesses that have been associated to stress (Spangler et al, 2012). Employees that are stressed have feelings of being overwhelmed, exhausted, and disinterested. On the other hand, resilient workers enjoy higher levels of productivity and reduced rates of employee turnover, in addition to reduced overall health care expenses (Lee, 2008).The growing body of evidence suggests that organizations that actively foster an optimistic work environment produce happier, more creative employees (Kolski, Andreaco, 2012). Employees that can bounce back from setbacks are more invested, have superior interpersonal skills, and make valuable contributions to teams.

HRM, propensity to leave, competency of an organization, and autonomy. Over the past decade, HRM experts have been increasingly drawing attention to the challenge of developing Sustainable HRM programs to improve human sustainability (Ehnert, 2009; Pfeffer, 2010) and HRM programs that support business organizations in achieving their business sustainability (CS) goals(*Sustainability and HRM.*, 2013). Further study based upon the perceived insider status and propensity to leave and perceived external prestige and propensity to leave for study the employee resilient in an sustainable organization(Jalees, Qabool, Zaman, & Alam Kazmi, 2021). The study focuses on modifying the relationship among sustainable.

To supplement the existing body of work on the topic, which has thus far only aimed on the two mediating effects of perceived insider status and perceived external

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Volume 3, Issue 2, Page 91-107, May 30, 2022 (Special Issue)

prestige, this research will investigate the socio-psychological factors that influence resilient employees in sustainable human resource management. The next investigation will center on creating a two-dimensional GHRM scale, along with a number of other tools, to boost the trustworthiness of future studies. In addition, the study will enhance the prior work on three recognized aspects (i.e., training, incentive, and benefit) by measuring customers' evaluation of FLE service or an organization's real revenues or reputation compared to competitors in the same industry. As a means of analyzing the study, identifying the gaps between its stated goals,

1. To aim of this study is to examine the relationship between resilient organization and resilient employees.
2. To identify sustainable HRM and autonomy of employee in the frame of organization's reputation against competitors and propensity to leave.
3. In this context, this study also analyzed that job autonomy can also enhance the employee's capability and potential.

Research Questions

1. What is the relationship of organizational resilient and employee resilient to achieve organization competences and autonomous?

Literature Review

Theoretical Support:

According to the theory of social exchange, one will measure negative effect, is weighed against the potential benefits gained from such interaction, which can be thought of as a positive effect(Blau, 1964). These expenditures and returns may take the form of anything physical, including money, time, or services rendered. Effort, social acceptance, love, pride, humiliation, respect, opportunity, and power are all examples of intangible facets that might play a role. Measurement will be done in accordance with the notion of social exchange. The Homans were interested in tiny subgroups and at first held the belief that any culture, community, or organization should be seen as a social system rather than a social institution. In order to investigate that social order, it was necessary, first, to concentrate on studying human behavior rather than the social institutions that had been created by humans. The use of equitable distribution standards in the context of public–private commercial relations. According to Blau, social exchange is a process that has significance in social life and is fundamental to the ties that exist not just between people but also between groups. "Social exchange" refers to the voluntary behaviors of persons that are driven by the rewards they are expected to bring and typically do in fact bring from other people, as stated by Blau (1964, page 91). Exchanges can

either be mutual or negotiated between the parties (Molm, 2003). People engage in reciprocal transactions when they incur a cost while also providing a benefit for their partners. They do this without stating the precise type of the repayment, but they do so with the traditional understanding that some form of reimbursement will take place at some point in the future. These transactions are discretionary and are often the result of connections that have been built via the completion of earlier transactions successfully (Mitchell, et al., 2012).

In order to illustrate the process of self-disclosure that occurs in developing partnerships, Altman and Taylor (1973) developed social penetration theory , This theory was based on social exchange theory, which was used to define the growth of partnerships. "If favorable consequences are encountered in initial interactions or if these connections cause the participants to predict good outputs in the prospective, the engagement is probable," Thibaut and Kelley (1959) said about how social interchange influences the beginning of a relationship.

Hypothesis Development Taking into account the purpose, research problem and topic, research mehtods preferred as the appropriate testing method. In order to test, following hypothetical values were created:***Perceived Insider Status and Propensity to Leave***

The level of commitment is directly related to how much organizational support is perceived (Kurtessis, 2017). Employees who feel encouraged have a moral responsibility to contribute to the organization's well-being and the achievement of its goals, and one way they might do so is by developing a stronger affective connection to the organization. Employees who feel discouraged have no moral responsibility to contribute to the organization's well-being or the achievement of its goals (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

H_1: Perceived insider status significantly mediates the relationship between sustainable HRM and propensity to leave.

Perceived External Prestige and Propensity to Leave

To begin, it was proposed that PEP is beneficial to the process of organizational identity and, as a result, produces favorable results in the workplace. When an organization has a positive public image, it is easier for people to comprehend its fundamental, defining, and unchanging nature, also known as its essence. When viewed as "the perception of oneness with or belonging to the organization," it is an effective strategy for defining an organization in a way that is both obvious and good, and it makes it easier for people to identify with that company. In addition, when members of an organization have the impression that others view their group favorably, they are more likely to "revel in the organization's personal satisfaction" (Cialdini, 1976; Gatewood, 1993). People are able to satiate their desires for self-

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Volume 3, Issue 2, Page 91-107, May 30, 2022 (Special Issue)

improvement by cultivating strategic authentication with social groups that are prominent and high-status. This capability to strengthen identification results not just in increased loyalty, as proved by (Adler, 1998), but also in an overall perception that external opportunities are less appealing (Lee, 1971).

H_2: perceived external prestige significantly mediates the relationship between sustainable HRM and propensity to leave.

Employee Satisfaction and Competency of an Organization:

When a company's executives place a high value on the skills and experiences of their people, they inspire those individuals to feel content with the work they do. Job happiness is greatly influenced positively by levels of competence. According to research conducted by, it was shown that staff abilities in the form of knowledge, skills, attitude control, professionalism, and experience had a favorable and substantial influence on job satisfaction. This indicates that the level of leading-edge adds genuine value to the concept of quality of work life. A person who is pleased with the results of his labor will continue to strive for improvement. Employee performance is significantly impacted when workers are happy in their jobs. Performance is impacted by a number of factors, one of which is the quality of work that a person produces. It is clear from both the explanation of the theory and the results of earlier empirical research that there is a connection between being competent and being happy in one's work.

H_3: employee satisfaction significantly mediates the relationship between sustainable HRM and competency of an organization.

Employee Satisfaction, Autonomy, and Competency of an Organization

The importance of having a moral code at work cannot be overstated. In this respect, Haroon (2012) reported that there is a direct association between job satisfaction and the IWE that is both positive and substantial. They claimed that managers should support IWE in firms in order to increase employee fulfillment in their jobs. There is a connection between the IWE, ethical usage of technology on the workplace, work satisfaction, and organizational commitment, according to (Mohamed, 2010). Yousef (2001) has conducted studies examining the impact of the IWE on the moderating effect of the relationship between job satisfaction and organizational commitment. The results of this research have shown that the IWE both has a direct effect on job satisfaction and organizational commitment and also mediates the relationship between these two factors. According to the findings of Koh (2001) , the leaders of organizations have the ability to positively affect the outcomes of their organizations by taking exciting, back-up, and ethical acts in addition to providing rewards.

H_4: employee satisfaction significantly mediates the relationship between autonomy and competency of an organization.

Organizational Empowerment, Autonomy, and Competency of an Organization

Researchers have discovered a correlation between employee empowerment and performance outputs such as employee attitudes and behaviors like trust, job satisfaction, commitment, employee turnover, and organizational citizenship behavior (OCB) (Singh & Misra, 2021). According to Seibert (2011) , empowerment can have both good (in the form of job satisfaction, organizational commitment, and task and situational performance), as well as negative (in the form of social isolation) (employee strain and turnover intentions). It has been demonstrated Fernandez (2011) that a favorable relationship exists between employee empowerment and job satisfaction as well as organizational commitment. According to Guest (1997), an individual's opinion of human resource management systems is most closely tied to individual and attitude-based behavioral outcomes such as organizational commitment and job satisfaction. According to Tansky (2001), commitment is defined as the degree to which an individual identifies with and is involved in something. A person's feelings toward an organization directly determine their level of performance, so these feelings are known as commitment. (Placeholder1) According to Meyer's research from 1990, there are three different types of commitment: (1) affective commitment, which refers to employees' emotional attachment to, identification with, and involvement in the organization; (2) continuance commitment; and (3) normative commitment, which can be defined as an obligation to stay from a moral point of view independent of their gains from the organization, which is desire to remain in the organization(Meyer & Allen, 1997).

H_5: Organizational empowerment significantly moderates the relationship between autonomy and competency of an organization.

Organizational Communication, Autonomy, and Competency of an Organization

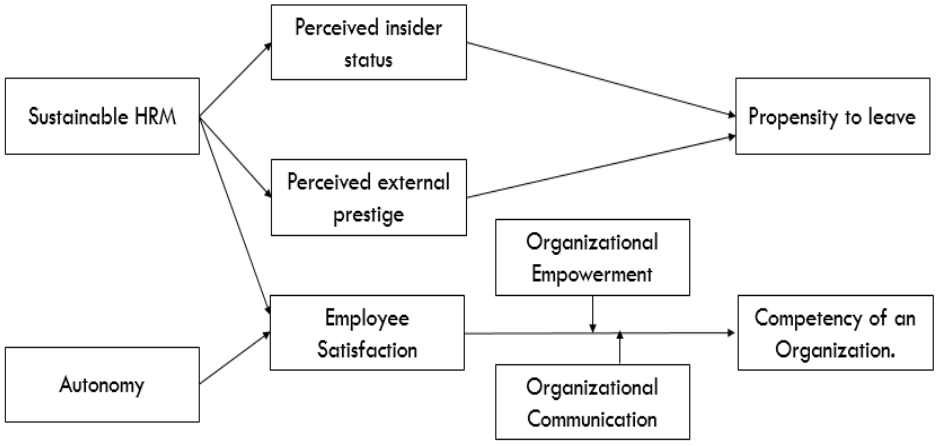
Employees that exhibit innovative activities contribute to an organization's increased level of competence. Environmental influences have very complicated effects on individuals' inventive behaviors and are essential to the development of a systematic and dynamic understanding of the creative behavior of employees. Behaviors that are innovative pose a challenge to the organization's current state of development, which might result in risks, uncertainty, and the possibility of failure. As a result of this, employees need to cultivate confidence and a sense of safety with the organization as both a prerequisite for innovative behavior and an assurance that it will occur (George, 2007). In addition, since employee voice conduct is a form of demanding citizenship behaviour that comes with high risks, it may have a detrimental effect on employees' interpersonal relationships, careers, and other

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Volume 3, Issue 2, Page 91-107, May 30, 2022 (Special Issue)

aspects of their lives. The phrase "psychological safety" (PS) refers to a common view that individuals respect and trust each other, and it promotes beliefs of safety in interpersonal adventure and risk-taking. This term is used in reference to the environment of a business as well as the beliefs of its employees (Edmondson, 1999). Employees have nothing to be ashamed of, no reason to fear about being misunderstood or penalized for what they say, and should not be concerned about the potential for interpersonal conflict. Therefore, psychological safety has the potential to alter the decisions and judgments regarding employee voice behavior, as well as increase the desire for and the development of employee voice behavior to some level.

H_6: Organizational communication significantly moderates the relationship between autonomy and competency of an organization.

Conceptual Framework



Methodology

Research Paradigm:

A purely quantitative research approach is used for this study, and an empirical methodology is utilized throughout. The quantitative designing method makes use of a questionnaire with a semi-structured format, which assists in quantifying the amount of information gathered for objective empirical analysis. In order to investigate whether or not there is a connection between the numerous variables that were uncovered in the preliminary stage of the research, the quantitative paradigm was utilized. The purpose of the study was to determine whether or not there was a correlation between the independent variables, the mediating variables, the moderating variables, and the dependent variables through the utilization of

modeling structural equations with the assistance of intelligent PLS software (Hair, 2009). In order to ensure the reliability and validity of the approach used to gather data, it was created utilizing numerous items taken from previously published publications to represent the variables of interest.

This study is following a correlational and experimental research in order to assess the cause and effect among propensity to leave, sustainable HRM, autonomy, and competency of an organization by mediating through perceived insider status, perceived external prestige, and employee satisfaction while being moderated by organizational empowerment and organizational communication.

Data Collection Instrument:

In this study, questions (items) were taken from previously published research articles that were sourced from reputable SCI and ESCI journals. The items for perceived insider status were adopted from the paper of (Ye, Zhang, Zhou, Wang, & Tian, 2022), propensity to leaver were adopted from the work of (Anderson, 1980) perceived external prestige were adopted from the work of("Corporate Social Responsibility and the Reciprocity Between Employee Perception, Perceived External Prestige, and Employees' Emotional Labor," 2021) ("Direct and Indirect Effects of Beneficiary," 2022) ("Psychological mechanism linking green human resource management to green behavior," 2022), sustainable HRM were adopted from(Conduit & Mavondo, 2001), employee satisfaction were adopted from(Elçi & Alpkan, 2009), organizational empowerment were adopted from(Matthews, Diaz, & Cole, 2003), organizational communication were adopted from(Arasli, Arici, & Kole, 2020),

Data Type

A Likert scale was used to gather the data, which resulted in a type of non-metric data known as ordinal data. This ordinal data was then aggregated, which resulted in metric data. Keeping this information in mind, the data were collected. A probabilistic sampling approach was used for the research, which is the sort of sampling methods in research that is considered to be the most trustworthy and resilient. In order to acquire data for the study, the researchers utilized the simple random sample approach of the probabilistic sampling method (Creswell, 2003). The data was found to be diverse and regularly distributed, indicating that it was suitable for parametric analysis after preliminary examination of all of the cases.

Sampling Method

This study used a non-probabilistic sampling technique known as convenience sampling, which is based on the idea that researchers should be able to approach participants at their earliest convenience in order to gather responses to the research instrument. It is usually very difficult to know the whole population of the target

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Volume 3, Issue 2, Page 91-107, May 30, 2022 (Special Issue)

audience, making it impossible to undertake a probabilistic sampling technique, which is the basis of Althea quantitative research objective research as a precise on the use of simple random sampling or purposive sampling methods. This study used a non-probabilistic convenience sample strategy due to the impracticality of conducting a random survey of the target audience during the covid-19 lockdown. People were contacted from a variety of Karachi-based groups, chosen for their accessibility and availability. One of the problems with the study was that it relied on a non-probabilistic sampling method, which isn't the most reliable type (J. W. creswell, 2003).

Results

Reliability and Validity

It was determined that the data and the equipment were both reliable. Multiple studies, all published in respectable SCI publications, provided the instrument used in this study, hence its results should be considered legitimate and dependable. The acquired data was also put though a battery of initial experiments in the smart PLS software to ensure its validity and trustworthiness. Prior to analysis and interpretation, the relevant values (HTMT) were evaluated and deemed acceptable in ensuring that the necessary reliability and validity were satisfied in light of current requirements of the research paradigms. The constructs' reliability, validity, discriminate validity, and convergent validity were examined in this study to determine its overall competency.

Table 1 Measurement Model Assessment

Variables	Items	Outer Loadings	Cronbach's Alpha	Average Variance Extracted
Perceived Insider Status	PIS 1	0.721	0.610	0.561
	PIS 2	0.734		
	PIS 3	0.789		
Perceived External Prestige	PEP 1	0.769	0.651	0.589
	PEP 2	0.748		
	PEP 3	0.784		
Propensity To Leave	PTL 1	0.574	0.750	0.802
	PTL 2	-0.738		
	PTL 3	0.355		
Sustainable Human Resource Management	SHRM 1	0.823	0.590	0.554
	SHRM 2	0.762		
	SHRM 3	0.637		
Organizational Communication	OC 1	0.696	0.613	0.564
	OC 2	0.753		
	OC 3	0.802		

Employee Satisfaction	ES 1	0.729	0.599	0.554
	ES 2	0.736		
	ES 3	0.767		
Competency of an Organization	CO 1	0.790	0.677	0.607
	CO 2	0.771		
	CO 3	0.776		
Autonomy	A 1	0.796	0.555	0.526
	A 2	0.719		
	A 3	0.654		
Organizational Empowerment	OE 1	0.639	0.591	0.549
	OE 2	0.784		
	OE 3	0.791		

Table 1 Measurement Model Assessment

The findings of the quantification model are shown in Table 1, where the Cronbach's alpha value of all the variables is less than 0.7, indicating that the equation does not fulfill the stated benchmark. For continuous item-response forms, alpha represents a reliable measure of internal consistency (e.g., 1 to 5). Alpha indicates the degree to which responses on different scales or subscales of a multicausal test or inventory are correlated with one another (i.e., covary), although it is not always a measure of the homogeneity or one-dimensionality of the responses or scores of the sample members (Green, 1977). Therefore, it does not show how much progress has been made in measuring a particular concept. Unidimensionality or homogeneity (i.e. single construct) interpretations have, however, been tested in several Monte Carlo studies and quantitative reviews. Models based on different assumptions can be tested with Monte Carlo experiments by using computer-generated participant answers. Both the unidimensionality and homogeneity interpretations have been shown to be false by these analyses. If responses to the items defined by one factor correlate slightly positively with items defined by other factors or dimensions, then the alpha coefficient may be quite large even when factor analysis of a measure's responses yields many factors (Kahn, 2006).

For measurement the Convergent validity present study used AVE (average variance extracted) that is proposed by (Larker, 1981) which assert the each variable value of AVE should be greater than 0.5. Table 1 show that all construct value of AVE higher than 0.5 which is approved the convergent validity of measurement model.

Table 2 Discriminant validity (Fornell-Larcker Criterion)

Table 2 shows the results of discriminant validity assessment using cross-loading and AVE (average variance extracted). Although there is no established normative value for discriminant validity, if the result is less than 0.70, it indicates that there is

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Volume 3, Issue 2, Page 91-107, May 30, 2022 (Special Issue)

probably some degree of discriminant validity between the two scales. If the result is more than 0.70, on the other hand, it indicates that the two constructs overlap significantly and that they are most likely measuring the same thing; as a result, discriminant validity between them cannot be determined.

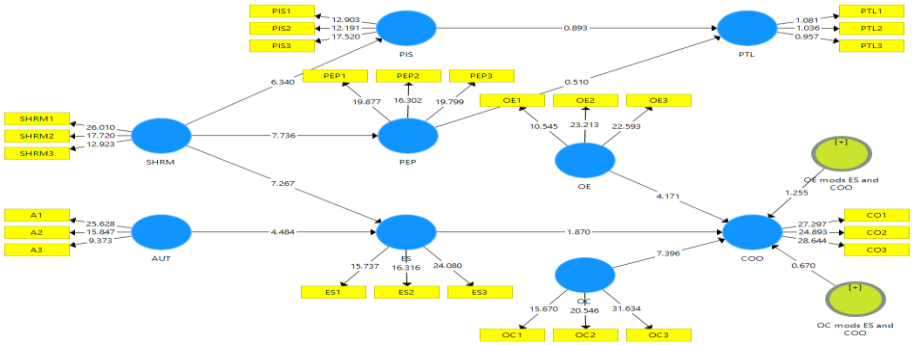
Table 2 Discriminant validity (Fornell-Larcker Criterion)

variables	PIS	PEP	PTL	SHRM	OC	ES	COO	AUT	OE
Perceived Insider Status	0.749	0.586			0.407	0.469	0.328	0.384	0.436
Perceived External Prestige			0.767		0.434	0.469	0.384	0.396	0.454
Propensity To Leave	0.216	0.159	0.577		0.174	0.196	0.120	0.107	0.190
Sustainable HRM	0.316	0.379	0.192	0.745	0.624	0.582	0.571	0.586	0.474
Organizational Communication					0.751	0.646	0.653	0.570	
Employee Satisfaction						0.744	0.505	0.512	
Competency of an Organization							0.779	0.594	
Autonomy								0.726	
Organizational Empowerment					0.588	0.531	0.526	0.570	0.741

Structural Equation Modeling

In this study, the structural equation modeling was carried out with the help of the smart PLS software. This allowed the researchers to determine the nature of the causal connection that exists between the independent, mediating, moderating, and dependent variables. Data from students' matriculation exams, which might be difficult to get in behavioral studies, are considered to be the data of choice for this form of study (Hair Jr, 2009). A variety of factors led to the decision to make use of the intelligent PLS software. The first and most crucial advantage is that it is easy to use while maintaining a high level of reliability in relation to the data that is given to it. In addition to its ease of use, the PLS system employs a non-parametric structure, which causes it to be less accurate but more robust in comparison to other parametric statistics-based software such as AMOS in terms of data fluctuation and data characteristics. This is due to the fact that the non-parametric structure does not rely on any assumptions about the data. Not only is it simple to use, but it also has the ability to generate all important information in a way that is very straightforward and easy to understand. As a result, it is the analysis software of choice for the most recent researchers.

Structure model examined by standardize path. Further, each path resembles the hypothesis which is tested. Results of path analysis are given in table 3.



Measurement model:

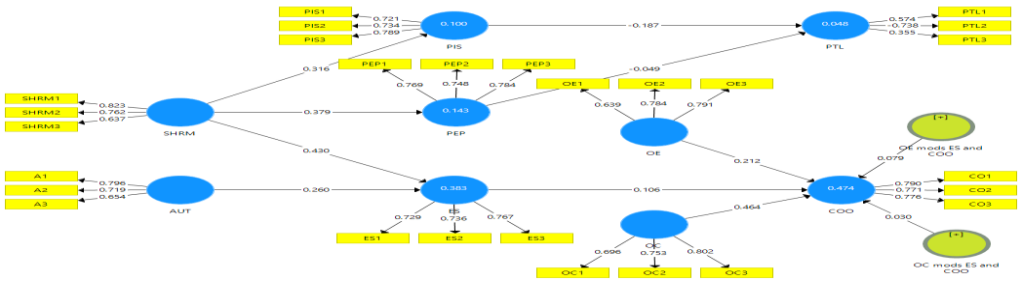


Table 3 Path Analysis

The result of path analysis shows direct and indirect relation exist and variable has a shows strong relationship.

Table 3 Path Analysis

Regression Path	P-Value	T-Statistics	Decision
Sustainable HRM->perceived insider status->propensity to leave(H1)	0.005	0.123	Accepted
Sustainable HRM->perceived external prestige->propensity to leave(H2)	0.000	0.510	Accepted
Sustainable HRM-> employee satisfaction-> competency of an organization (H3)	0.022	1.870	Accepted
Autonomy->employee satisfaction-> competency of an organization(H4)	0.000	4.484	Accepted
Organizational empowerment-> autonomy-> competency of an organization(H5)	0.001	1.255	Accepted

ISSN (P):2788-4821 & ISSN (O): 2788-483X
Volume 3, Issue 2, Page 91-107, May 30, 2022 (Special Issue)

Organizational communication-> autonomy-> competency of an organization(H6)	0.003	0.670	Accepted

According to our findings, perceived insider status mediates the *(H1)* relationship between sustainable HRM and propensity to leave. Perceived external prestige mediates the *(H2)* relationship between sustainable HRM and propensity to leave. Whereas, employee satisfaction mediates the *(H3*) the relationship between sustainable HRM and competency of an organization, *(H4)* autonomy and competency of an organization. Further studies found that organizational empowerment *(H5)* and organizational communication i.e. *(H6)* moderates the relationship between autonomy and competency of an organization.

Discussion

Earlier research has, for the most part, reached the conclusion that GHRM has a beneficial impact on boosting the in-role and extra-role green behavior of staff. This research not only enhances this study to explore new workers but it also ensures GHRM for new employees' in-role and extra-role green behavior through internal mechanisms, which makes theoretical contributions. This study was conducted to verify GHRM for new employees' in-role and extra-role green behavior. This study, which is based on the social exchange theory, specifically investigates the direct influence that GHRM has on the in-role and extra-role green behavior of new employees, in addition to the mediating effects that GHRM has between perceived insider status and perceived external prestige(Shaikh, Khan, & Bibi, 2013). The empirical research indicates that the organizational implementation of GHRM is conducive to developing the in-role and extra-role green behavior of new employees. This is true even though GHRM is not directly responsible for promoting these behaviors.

Furthermore, we consider both insider status and external prestige to be psychological phenomena and investigate their mediation function in the link between GHRM and the in-role and out-of-role green behavior of new hires. Consistent with prior studies, we find that GHRM procedures mandated by various social and psychological processes in turn affect employees' attitudes and behaviors (Kehoe, 2013). That is to say, there is a positive relationship between employees' corporate identity and their attitude and behavior (Turker, 2009). When a company uses GHRM techniques to help new hires become assimilated into the organization, those workers develop a sense of belonging and loyalty to the company that was previously lacking. Then, to reap the benefits for the company, a sequence of environmentally friendly actions, both on the job and off, is implemented. Also, because a sense of corporate prestige can help people feel better about themselves, many people seek employment at companies that have a good reputation, and once

they do, they often take on environmentally conscious habits both within and outside of the workplace.

Employee happiness was examined as a moderating psychological mechanism, whereas organizational empowerment and organizational communication were examined as facilitating circumstances for FLE. We verified that employee contentment serves as a separate mediator between customer focus and sustainable HRM strategies. From an internal marketing standpoint, we found that happy employees make happy clients since they are more customer-oriented(Hamed, Jamil, & Rafiq, 2022). According to social exchange theory, workers who believe their employers care about them are more likely to provide enthusiastic service to consumers.

This research is significant because it takes a theoretical perspective that places an emphasis on longevity to examine the connection between HRM practices and employee happiness. In other words, we zeroed in on sustainable HRM practices even when many more conventional ones may be well-received by staff (i.e., training, reward, and benefit). For the simple reason that these contribute to the growth and happiness of the workforce while also ensuring the long-term viability of the business' competitive edge. Therefore, the study's main contribution is confirmation of the beneficial effects of three components of sustainable HRM practices on employee satisfaction.

Conclusions

This research delves into the contention that conducting business as usual includes dealing with turbulence in the economy, a flood of brand-new technologies, and plenty of room for interpretation and misinterpretation. Business leaders and employees need agility, adaptability, and flexibility to thrive in the new normal. In a word, persistent. Human resources professionals and those in talent management can help by creating robust organizational cultures. To achieve this goal, there must be a radical shift in emphasis from extracting maximum productivity from workers to nurturing their well-being on all levels (physical, mental, emotional, and spiritual).

Limitations

There are gaps in the current study that will encourage academics to dig further in the future. This study first examines the mediated impacts of internal and outward perceptions of status on employee satisfaction, empowerment, and communication inside organizations. In reality, GHRM can change the relationship between GHRM and employees' green behavior and competency of a company through a number of intermediary and moderating effects, including green employee empowerment, green mental climate, and perceived organizational support for the environment. The

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Volume 3, Issue 2, Page 91-107, May 30, 2022 (Special Issue)

relationship between GHRM and employees' green behavior and competency can be influenced by using moderators such as individuals' green values, organizations' green culture, and employees' satisfaction with their organizations' environmental participation. Therefore, the mediating impact of insider status and external prestige can be strengthened by investigating additional social and psychological variables in future studies.

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