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Sustainable Human Resource Management: Building an Adaptive and Inclusive Organizational Culture

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Abstract: Organizations are faced with the challenge of remaining competitive and relevant. One important approach that can be used to address these challenges is the implementation of sustainable human resource management (HRM). Sustainable HR management plays an important role in building an adaptive and inclusive organizational culture, which can support innovation, employee engagement, and overall organizational performance. The purpose of this study is to identify how the implementation of sustainable HR management can support the formation of an adaptive and inclusive organizational culture. This research uses the Systematic Literature Review (SLR) method, which includes an analysis of scholarly articles published between 2020 and 2024. The research shows that the implementation of sustainable HR management, which includes inclusive recruitment practices, continuous employee development, high employee engagement, and fair performance evaluation, plays an important role in creating an organizational culture that is responsive to change and promotes inclusion. Organizations that integrate sustainability values in their HR practices were found to be better able to adapt to changes in the external and internal environment. The implication of these findings is that organizations should proactively adopt sustainable HR practices to ensure long-term success.

Keyword: Sustainable HR Management, Organizational Culture, Adaptive; Inclusive.

INTRODUCTION

Sustainable human resource (HR) management is increasingly becoming a major concern in the world of modern organizations (Basuki, 2023). In a dynamic and competitive business environment, HR management no longer focuses only on improving short-term performance and productivity, but also takes into account the long-term impact of the policies implemented on employees, society, and the environment. Companies are required to maintain a balance between economic growth and social and environmental responsibility, which includes fulfilling employee rights, creating a safe and healthy work environment, and managing resources efficiently (Stahl, 2020). In other words, HR sustainability involves strategies that take into account overall human well-being in company operations, while ensuring employees can work in conditions that support work-life balance (Podgorodnichenko, 2022).

One important element of organizational sustainability is its ability to adapt to external changes and build an inclusive culture (Jerab, 2023). External changes can include changes in technology, regulations, or global trends that affect the way organizations operate. In the face of these changes, organizations need to create a flexible and innovative work environment, where all employees from different backgrounds feel welcome and are encouraged to contribute. An inclusive culture not only provides equal opportunities for every individual to grow, but also leverages diversity to create new ideas that strengthen the company's competitiveness. By implementing inclusive and adaptive sustainable HR management, an organization can ensure its future operational sustainability and create long-term value for all stakeholders (Westerman, 2020).

An adaptive and inclusive organizational culture is a crucial element in achieving successful implementation of sustainable human resource management (HRM). Adaptivity in organizational culture indicates the extent to which companies are able to respond to external changes quickly and effectively (Naveed, 2022). In an era full of technological disruption, regulatory changes, and global economic dynamics, adaptability is a decisive factor for organizational sustainability and growth (Trieu, 2024). Adaptive organizations are not only able to adjust to changing market needs, but can also quickly take advantage of new opportunities that arise (Soloducho, 2020). When organizations can quickly respond to these changes, competitiveness can be maintained, and organizations become more resilient in the face of long-term challenges. This adaptation also includes the ability of employees to continuously update their skills through relevant training and innovation, further increasing the overall flexibility and resilience of the organization.

An adaptive culture does not work alone without inclusivity. Inclusive organizations are able to create collaboration spaces that support cross-functionality and departments, so that multiple perspectives can be integrated to face complex challenges (Adelina, 2024). Inclusivity ensures that every individual, regardless of background, position, or function, has an equal opportunity to contribute maximally to the success of the organization (Medina, 2020). By encouraging cross-functional collaboration, organizations are able to increase creativity and innovation resulting from a diversity of perspectives and approaches to solving problems. This strengthens the organization's ability to remain flexible in the face of challenges, while accommodating existing differences to create more comprehensive and sustainable solutions. As a result, an adaptive and inclusive organizational culture not only supports short-term success, but also ensures long-term competitiveness and sustainability (Sartika, 2024). Adaptive and inclusive act as mutually supportive pillars to ensure organizations not only survive change, but thrive. In the context of accelerating globalization and digital transformation, an organization's ability to be adaptive is critical. Adaptive organizations can navigate technological disruption, global competition, and regulatory changes more agilely, and quickly adjust business strategies (Hasyim, 2023).

Demographic shifts, such as the aging of the population and the entry of younger generations into the workforce, also present both challenges and opportunities for organizations to develop adaptive and inclusive cultures. With demographic diversity on the rise, flexibility in policies and organizational structures becomes more important. Inclusive organizations can harness the potential of different generations of employees by ensuring that each generation has a relevant role and contributes optimally (Oderinde, 2023). This includes a more flexible approach to working time, the use of technology to support cross-generational collaboration, and efforts to create a work environment that values differences. Thus, the combination of being adaptive and inclusive allows organizations to not only survive social and technological changes, but also become stronger and more innovative in the long run. The implementation of sustainable HRM is not free from challenges (Agarwal, 2022). Organizations often face resistance from employees or managers who are reluctant to make changes, as well as limited resources that can hinder the implementation of sustainability policies as a whole. In addition,

economic uncertainty and regulatory changes can also affect an organization's ability to adopt sustainability principles (Jabbour, 2020). Therefore, this research focuses on how sustainable HRM can be applied to build an adaptive and inclusive organizational culture, given the need for modern organizations to be more responsive to market dynamics, technological change, and workforce diversity.

METHOD

This research uses a Systematic Literature Review (SLR) approach to review and analyze the concept of Sustainable Human Resource Management: Building an Adaptive and Inclusive Organizational Culture. SLR was chosen because it provides a structured and systematic method of identifying, selecting, and synthesizing literature relevant to the research topic. The SLR process began with literature identification, where the researcher used several scientific databases such as Google Scholar, Scopus, and Web of Science. The keywords used in the search included “sustainable human resource management,” “adaptive organizational culture,” “inclusive workplace,” and “organizational resilience,” with the time span of the literature selected from 2010 to 2024 to ensure the articles reviewed covered the latest research in the field of sustainable human resource management and organizational culture. Next, the researchers selected and screened the literature based on inclusion and exclusion criteria. Inclusion criteria included articles published in peer-reviewed journals and that focused on sustainable HRM, adaptive culture, and inclusiveness in organizations. Articles that were not relevant or did not directly contribute to the research topic were excluded from the analysis. The next stage was analysis and synthesis, where the researcher analyzed the selected literature to identify key themes related to sustainable HRM and organizational culture. The analysis process involved comparing results from different studies, and synthesizing relevant findings to form a holistic view of the importance of an adaptive and inclusive culture in supporting sustainable HRM.

RESULTS AND DISCUSSION

The following literature analysis table presents a summary of various studies related to “Sustainable Human Resource Management: Building an Adaptive and Inclusive Organizational Culture.” The table includes sources from recent journals published between 2020 and 2024, and aims to provide a comprehensive insight into the contribution of sustainable HRM practices in creating a responsive and inclusive organizational culture.

Table 1. Analysis Results

No	Name	Year	Title	Main Findings
1	Xu, F	2020	Sustainable HRM through improving the measurement of employee work engagement: third-person rating method	Demonstrates a positive relationship between employee engagement and sustainable HR management, which impacts organizational performance.
2	Chaudhry, I. S	2021	Do workforce diversity, inclusion practices, & organizational characteristics contribute to organizational innovation? Evidence from the UAE	The research findings confirm that the implementation of diversity and inclusion practices in the work environment contributes significantly to the creation of an innovative climate.
3	Sharma	2021	Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment	Building an adaptive culture in an organization can help innovation

4	Park, S	2021	How can employees adapt to change? Clarifying the adaptive performance concepts	Identify the importance of skill development and continuous learning to build an adaptive culture.
5	Le	2021	Organizational justice and climate for inclusion	Explains that fair performance appraisals increase employee trust and support an inclusive organizational culture.
6	Mukhuty, S	2022	Strategic sustainable development of Industry 4.0 through the lens of social responsibility: The role of human resource practices	The findings confirm that human resource management (HRM) plays a crucial role in building an inclusive culture, as well as being a key driver for the sustainable development of Industry 4.0 through the implementation of socially responsible human resource practices.
7	Abu-Mahfouz, S	2023	Sustainable human resource management practices in organizational performance: The mediating impacts of knowledge management and work engagement.	high employee engagement related to the implementation of sustainable HR practices, fostering a positive organizational culture
8	Lu	2023	Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values.	Existing literature shows that a sustainable understanding of human resource management (HRM) can produce better and more sustainable results, such as improved employee welfare and improved performance.
9	Amri, A	2024	Trends in Human Resource Management and Organizational Behavior	Inclusive HR practices increase an organization's adaptability to external changes and strengthen social ties in the workplace.
10	Chalermchaikit	2024	Gender inclusion: The practices of organizational development and human resource management	HR practices that support diversity and inclusion as a strategy for building an adaptive organizational culture

Source : Research Results, 2024

The results of the literature analysis show that sustainable human resource management (HRM) plays an important role in building an adaptive and inclusive organizational culture. Various studies, such as by Xu (2020) and Abu-Mahfouz (2023), reveal that high employee engagement is positively associated with sustainable HR practices, which in turn drives better organizational performance. In addition, diversity and inclusion practices, as revealed by Chaudhry (2021) and Chalermchaikit (2024), contribute to increased innovation in organizations. Skill development and continuous learning, as described by Park (2021), are also considered crucial in building employees' adaptive capabilities. Findings on the importance of fairness in performance appraisals, as described by Le (2021), suggest that a fair work environment increases trust and support for an inclusive culture. Overall, the implementation of sustainable HR practices not only improves employee well-being but also creates an organizational culture that is able to adapt quickly to change, indispensable in the current era of globalization and digitalization.

Sustainable Human Resource Management (HRM) is a holistic approach that not only focuses on economic interests, but also takes into account social welfare and environmental impacts (Anlesinya, 2020). This approach aims to create long-term value for organizations by maintaining a balance between productivity and social responsibility. In this regard, sustainable

HR goes beyond recruiting and managing employees. Organizations must design HR strategies that consider aspects of sustainability such as long-term skills development, work-life balance, and efforts to reduce negative impacts on the environment. Thus, the success of sustainable HR management is not only measured by business results, but also by the extent to which the organization is able to build a work system that values every element of life (Piwowar, 2021). One of the main pillars in sustainable HR management is building an adaptive organizational culture. Adaptivity in organizations is essential given the rapid changes in the business environment, technology, and global trends (Xie, 2022). Adaptive organizations are able to quickly adjust to these changes, both in terms of business processes and in terms of managing their human resources. In this case, management must create a flexible environment, where employees are encouraged to innovate and keep learning. Leaders also need to support continuous learning efforts, including by providing access to training and skills development relevant to future needs (Mlambo, 2021). This approach ensures that the workforce remains competitive and ready to face evolving challenges.

An inclusive organizational culture is an important foundation in the implementation of sustainable HR management. Inclusiveness refers to a work environment that values diversity, where every individual feels valued, regardless of background, gender, ethnicity, or other differences (Shore, 2022). In an inclusive organization, employees have equal opportunities to contribute and grow (Korkmaz, 2022). To make this happen, organizations must implement fair and transparent policies, whether in terms of recruitment, promotion, or other decision-making. Diversity in the team not only enriches perspectives but also increases innovation, which in turn can give the organization a competitive advantage. Sustainable HR management also requires organizations to have policies that support the balance between work life and personal life of employees (Fazal, 2022). Employee well-being is one of the main focuses, as a healthy and happy workforce will be more productive and able to contribute more to the organization (Ibrahim, 2020). Programs such as flexible working hours, leave for mental health, and support for employees' families are important elements in maintaining their well-being. By prioritizing this balance, organizations can also reduce turnover and increase employee retention, ultimately contributing to HR sustainability.

A sustainable HRM approach should consider the use of technology that supports efficiency without neglecting social responsibility (Ali, 2021). The use of automation technology can increase productivity, but it can also eliminate some jobs. In this case, it is important for organizations to ensure that the introduction of new technologies is balanced with reskilling or upskilling of affected employees. Inclusive digital transformation can help the workforce adapt to future job demands and ensure that no employee is left behind. Commitment to environmental stewardship is also an integral part of sustainable HR management (Molina, 2021). Organizations should consider the environmental impact of their operations, including in terms of human resource management. For example, companies can encourage green practices such as reducing paper use, efficient energy use, and supporting green transportation for employees. Thus, sustainability is not only applied in the context of company operations, but also becomes part of the daily work culture.

Realizing an adaptive and inclusive organizational culture, the role of strong and visionary leadership is indispensable. Leaders who are able to drive cultural transformation must have the ability to inspire, direct change, and empower employees (Usman, 2020). Leaders must be able to model expected behaviors, including openness to new ideas and commitment to inclusiveness. In addition, adaptive leadership should also focus on managing change wisely, ensuring that employees not only understand the importance of change, but also actively engage in the process (Purnomo, 2024). Organizations that are successful in sustainable HR management usually have a strong feedback system, where employees can voice their views freely. This system is important to understand the needs and aspirations of employees, and to ensure that sustainable HR policies and strategies are truly relevant to the

conditions on the ground. Through this participatory approach, organizations can create a sense of ownership among employees, which in turn increases their involvement and motivation in achieving common goals.

In the long run, sustainable HR management that focuses on adaptivity and inclusiveness will result in sustainable benefits for both employees and the organization as a whole. An adaptive work culture enables organizations to remain relevant amidst the rapidly changing business environment, while inclusivity ensures that the entire workforce can contribute to its full potential (Sadikin, 2023). These two elements, if executed well, can strengthen an organization's competitiveness and enhance its reputation as a sustainable and employee-friendly workplace. Thus, sustainable HR management is not just a trend, but a strategic necessity for organizations that want to survive and thrive in the modern era. The combination of adaptivity and inclusiveness in organizational culture creates an environment conducive to innovation and growth, both in terms of business and human development. The integration of sustainability elements in HR strategies also ensures that organizations are not only thinking about short-term profits, but are also responsible for the long-term well-being of employees, society, and the environment.

CONCLUSION

Sustainable Human Resource Management (HRM) is a strategic approach that incorporates elements of adaptivity and inclusiveness in an organization's culture to meet modern business challenges. Organizations that are able to implement sustainable HR management not only increase productivity and competitiveness, but also create a healthy and empowering work environment. Adaptivity encourages organizations to be responsive to technological and business changes, while inclusivity ensures diversity and active participation of all individuals in the work process. Thus, sustainable HRM plays an important role in shaping organizations that are able to survive and thrive in the long term, with attention to employee welfare and social responsibility. The implications of this study suggest that organizations need to integrate sustainability strategies in their HR management to create an adaptive and inclusive work environment. Practices such as continuous skills development, work-life balance, and inclusive technology implementation should be a priority for management.

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