

## Talent for Tomorrow HR's Role in Shaping Sustainable Business Models

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### *Abstract:*

**Purpose:** This paper explores the function of Human Resources (HR) in steering the implementation of business sustainability models by elucidating how HR practices contribute to sustainable strategies, fostering a culture of innovation, and nurturing talent capable of driving long-term success within organizations.

**Design/Methodology/Approach:** Employing a comprehensive literature review and interviews with HR leaders, this research adopts a descriptive approach and collects primary data from 252 HR professionals at various industries in Tamil Nadu through structured questionnaires.

**Findings:** The findings reveal that HR acts as a catalyst in embedding sustainability into corporate culture, aligning employee skills with evolving business needs, promoting diversity, and fostering a resilient workforce.

**Research Limitations/Implications:** However, this study acknowledges limitations, primarily focusing on established practices and the potential oversight of emerging trends or industry-specific variations. Future empirical studies are recommended to explore the effectiveness of HR-driven sustainable initiatives in diverse organizational settings

**Practical Implications:** Highlight the necessity of integrating sustainability into HR strategies, encompassing talent acquisition, training, performance evaluation, and leadership development. It advocates for a holistic approach that intertwines sustainability goals with core HR functions to drive organizational success.

**Social Implications:** By emphasizing the role of HR in fostering sustainability, this study highlights the broader societal impact of businesses. Organizations, through HR-led initiatives, can contribute positively to society by promoting ethical practices, reducing environmental footprints, and championing social responsibility.

**Originality:** This paper contributes by showcasing HR's influence on sustainable business models, offering insights into how HR practices can bolster organizational sustainability, and paving the way for further research and practical applications.

**Keywords:** Sustainable Business Models, HR Strategies, Talent Management, Resilient Workforce, Organizational success

## INTRODUCTION

In an era where businesses are increasingly confronted with complex global challenges, the pursuit of sustainable practices has transcended from a corporate trend to a strategic imperative. The convergence of economic, social, and environmental pressures has

necessitated a fundamental shift in organizational paradigms, urging companies to rethink their operations for long-term viability and societal impact. Amidst this landscape, Human Resources (HR) emerges as a linchpin in the pursuit of sustainability, wielding significant influence in shaping the trajectory of modern businesses.

Traditionally viewed as the custodian of talent acquisition, development, and management, the role of HR has transcended beyond its conventional boundaries. Within the contemporary realm of business evolution, human resources holds a prominent position in spearheading transformative shifts, nurturing creativity, and advocating for the infusion of sustainability within fundamental organizational frameworks. As businesses navigate the intricate web of sustainability challenges, HR practices wield substantial power to drive cultural transformations, nurture adaptive workforces, and align human capital with the overarching goals of sustainability.

This paper endeavors to delve deeply into the symbiotic relationship between HR functions and the construction of sustainable business models. Through an exhaustive exploration of existing literature, case studies, and insights garnered from interviews with HR leaders across diverse industries, this research endeavors to clarify the significant function fulfilled by HR in guiding organizations towards sustainable pathways. By examining the intertwined nature of HR practices and sustainability initiatives, this research seeks to uncover the strategies, challenges, and opportunities inherent in leveraging HR capabilities to build resilient, future-ready organizations.

The ensuing sections of this paper will scrutinize the multifaceted contributions of HR in the pursuit of sustainability. It will delineate how HR functions act as enablers for the assimilation of sustainability within corporate cultures, how they orchestrate talent development strategies to meet evolving business demands, and how they champion diversity and inclusivity as cornerstones of sustainable workforce dynamics. Additionally, this study will acknowledge the constraints and limitations of existing HR-driven sustainability paradigms while presenting actionable insights for practitioners and organizational leaders to actualize sustainable transformation.

By accentuating the pivotal role of HR in the sustainable business landscape, this research aims to underscore the imperative for organizations to recalibrate their HR strategies, intertwining sustainability objectives into the very fabric of their human capital practices. Ultimately, this exploration seeks to elucidate the transformative potential of HR in fostering a resilient, adaptable, and purpose-driven workforce that propels organizations towards sustainable success in the foreseeable future.

## LITERATURE REVIEW

Sustainability has become a prevalent and defining concept of the 21st century, embodying principles of endurance, resilience, and systematic practices. In corporate settings, employees are pivotal stakeholders, and corporate responsibility encompasses their welfare. Varied training and managerial experiences distinctly shape human resource management approaches, molding strategies aimed at maximizing organizational assets to enhance overall performance and long term success.

In their concise yet impactful study, Rajesh Timane and Dr. Priyanka Wandhe (2023) underscore the pivotal role of Human Resources (HR) sustainability in organizational prosperity. They emphasize the importance of focusing on HR sustainability initiatives, which enable organizations to boost employee involvement, reduce environmental footprints, save expenses, and secure a competitive edge. The document outlines critical elements and effective strategies for HR sustainability, stressing the necessity of attaining a triple bottom line comprising economic, environmental, and social sustainability to ensure the long-term viability of organizations.

Waiyawuththanapoom et al. (2022) sought to explore the contributions of Human Resource Management (HRM) and supply chain activities to the enhancement of sustainability in Thai textile firms. Conducted within the textile firms of Thailand, the research surveyed employees from these companies, distributing 300 questionnaires. The results emphasized the interconnectedness among HRM, employee skills, supply chain dynamics, raw materials, and the sustainability of businesses. Notably, the study revealed the positive influence of effective HRM practices on sustaining BP.

Barbara Duvnjak & Andrej Kohont (2021), to exposes challenges posed by entrenched neoliberal values to sustainability. It clarifies misconceptions about development sustainability, corporate social responsibility, and the interaction of strategic HRM with sustainable HRM. By highlighting barriers to HRM integration and proposing an innovative sustainability approach, it promotes embedding HRM within sustainability, offering a comprehensive framework for organizational sustainability assessment.

Priyadarshini (2020), This paper underscores the emphasizes the crucial contribution by human resource practitioners in fostering sustainability initiatives within organizations, addressing the evolving landscape of responsible management. It emphasizes the necessity for businesses to align with sustainability for competitive advantage, highlighting HR's critical involvement in talent alignment and organizational sustainability.

## CONCEPTUALIZATION OF SUSTAINABILITY-DRIVEN ENTERPRISE FRAMEWORKS

The conceptualization of sustainability-driven enterprise frameworks involves designing frameworks that integrate environmental, social, and economic considerations, fostering long-term viability while addressing societal and environmental challenges. By aligning these pillars, organizations can not only contribute to a healthier planet and society but also secure their own long-term success. Implementing sustainable practices not only minimizes environmental impact but also enhances brand reputation, fosters innovation, attracts and retains top talent, reduces operational costs, and opens avenues for new market opportunities. Human capital theory, pioneered by Gary Becker and Theodore Schultz, underscores the pivotal role of human knowledge and skills in driving economic progress. This theory posits that continuous learning and skill development are essential to meet evolving labor market demands, emphasizing the broader societal benefits of a well-educated and skilled workforce. Institutional Theory, HR drives the adoption of sustainable practices by institutionalizing sustainability in organizational culture. It establishes norms and values through recruitment, training, and performance management aligned with sustainable behaviors, responding to external pressures and promoting legitimacy.

The contribution of Human Resources (HR) to Sustainability-driven Business Models is multifaceted and critical. Human Resources (HR) plays a central role in propelling, implementing, and sustaining sustainable practices within organizations. It involves aligning HR strategies, policies, and practices with sustainability objectives, cultivating a culture of ecological and societal accountability, promoting diversity and inclusion, nurturing talent capable of addressing sustainability challenges, and contributing to the overall integration of sustainability principles into the organizational framework. HR's involvement an engaged, skilled, and empowered workforce, crucial for driving sustainability efforts, thereby playing a key role in achieving longevity and aiding in the advancement of a more sustainable tomorrow.

### **Theory of planned behavior**

#### **What factors are driving the HR's to adopt Sustainable Business Models?**

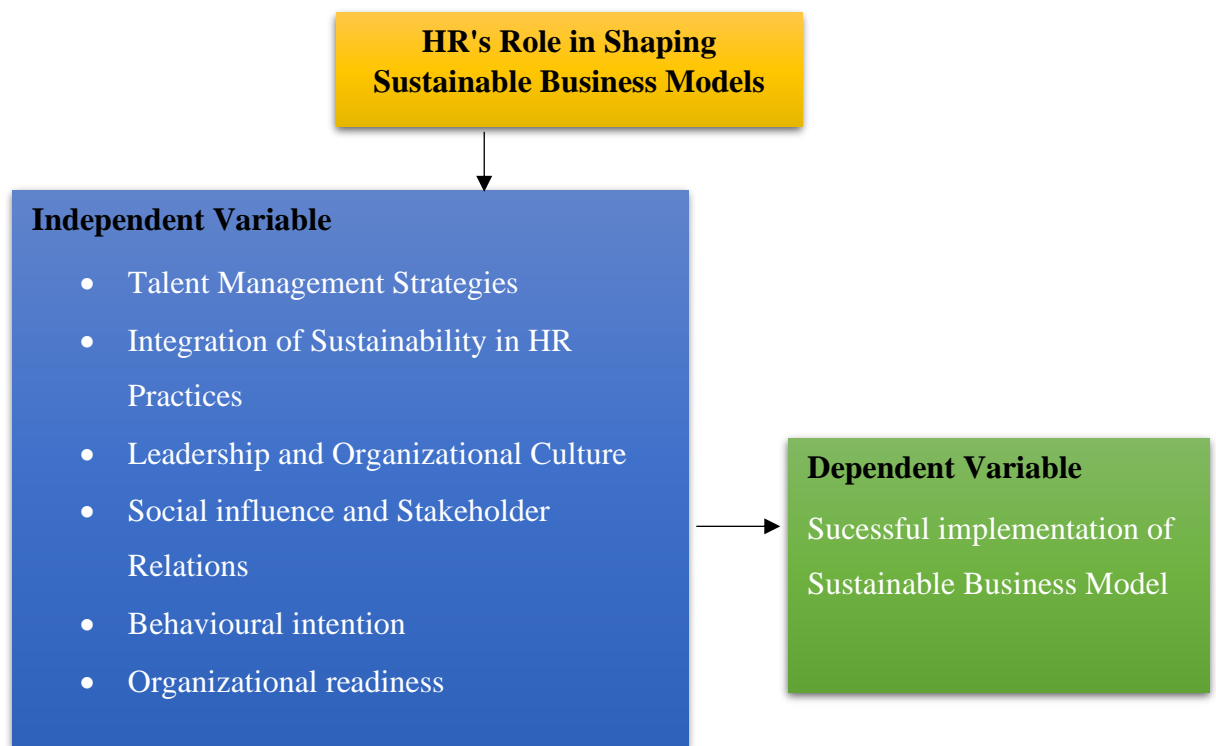
- What are the key indicators of success in recruiting talent aligned with sustainable business models?
- How does HR's leadership development initiatives impact the adoption of sustainable practices throughout different levels of the organization?

- What challenges exist in quantifying and measuring the impact of HR-led sustainability initiatives on business performance?
- What collaborative mechanisms between HR and other departments enhance the integration of sustainability efforts across the organization?
- How does HR's engagement with external stakeholders contribute and social influence to the development and implementation of sustainable business practices?
- How does continuous learning and development influence employee engagement in sustainable initiatives?

Constructing an effective research framework hinges on a robust conceptual foundation. Variables are observed and measured factors aiding in relationship establishment, predictions, and drawing conclusions. Careful variable selection is crucial for a coherent and strong conceptual framework, guiding research investigations and enhancing their significance in the study process. The main objectives are derived from the aim as follows: To know the perceptions of HR professionals towards adopt Sustainable Business Models for longterm success of the organization.

- To have an understanding regarding the perceptions of HR professionals towards the potential role of talent management strategies
- Explore the factors those are compelling to adoption of sustainability-driven enterprise frameworks
- Analyze organizational readiness and benefits for adoption of sustainability-driven enterprise frameworks
- Examine HR professionals' attitudes towards sustainability-driven enterprise frameworks

**Fig 1.1 Theory of planned behavior**



The research hypotheses were constructed as follows:

**H1:** Differences in the perceptions of HR professionals vary depending on their demographic profiles.

**H2:** A substantial correlation exists between the implementation of effective Talent Management Strategies and the successful execution adoption of sustainability-driven enterprise frameworks.

**H3:** A notable correlation exists between the incorporation of Sustainability into HR Practices and the successful adoption of sustainability-driven enterprise frameworks.

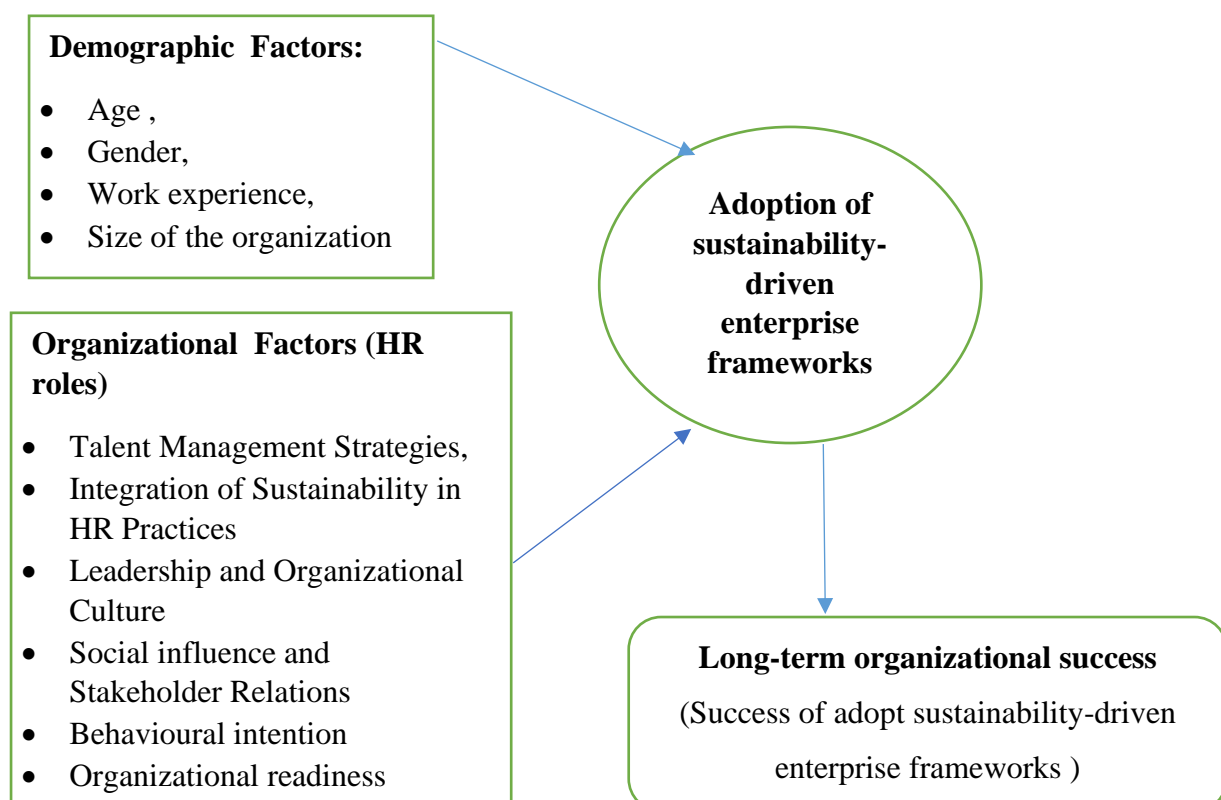
**H4:** A substantial correlation exists between Leadership, Organizational Culture, and the successful adoption of sustainability-driven enterprise frameworks.

**H5:** A notable correlation exists between Social influence, Stakeholder Relations, and the successful adoption of sustainability-driven enterprise frameworks.

**H6:** A substantial correlation exists between Behavioral intention and the successful adoption of sustainability-driven enterprise frameworks.

**H7:** There exists a notable correlation between Organizational readiness and the successful adoption of sustainability-driven enterprise frameworks.

**H8:** A discernible correlation exists between perceptual factors encompassing Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, Behavioral intention, Continuous learning, and development, and the embrace of sustainability-driven enterprise frameworks among HR professionals.



## **METHOD**

The research extensively explored HR's role in Sustainable Business Models, classifying perspectives by conceptualization, analysis levels, outcomes, implementation, and barriers. It unveiled Sustainable HRM's benefits across organizational, sectoral, and cross-national levels, emphasizing HR's pivotal role in corporate strategy. Furthermore, it introduced a competence model for Industry 5.0 readiness and qualification strategies, showcasing significant developmental impacts across various dimensions. The inception of Industry 5.0 signifies an opportunity to transcend the profit-centric model of Industry 4.0, endorsing sustainable development objectives such as prioritizing human welfare, fostering socio-environmental sustainability, and fortifying resilience. This study follows a descriptive research design, using surveys and fact-finding methods to depict the present state of HR professionals' adoption of Sustainable Business Models, emphasizing internal barriers.

The study employed descriptive and analytical research methods, shaping the research problem, questionnaire, and interview schedule to suit the amassed data from primary (questionnaire-based research interviews) and secondary sources in the report. Primary data for this project is collected directly through interviews with HR managers, obtaining firsthand insights relevant to the study area, essential for researcher-generated specific research purposes. Simple random sampling via the census method was employed to select a sample of 252 HR professionals from specific industries in Tamil Nadu, ensuring an unbiased representation for a clear insight into HR strategies. Statistical tools employed included Chi-Square Test, Correlation Analysis, Multiple Regression Analysis, to assess the adoption of Sustainable Business Models among HR professionals.

## **RESULTS**

### **Chi-square analysis**

To evaluate the influence of demographic variables like Age, Gender, Work Experience, and Organizational Size on HR viewpoints concerning the adoption of Sustainable Business Models, a cross-tabulation analysis using the chi-square method was conducted.

### **Association between demographic variables and adoption of Sustainable Business Models among HR professionals**

**Ho:** No association between the adoption of sustainability-driven enterprise frameworks among HR professionals and demographic factors.

**H1:** Association between the adoption of sustainability-driven enterprise frameworks among HR professionals and demographic factors.

<b>Demographic variables * Adoption of sustainability-driven enterprise frameworks Crosstabulation</b>						
<b>Demographic variables</b>		<b>Adoption of sustainability-driven enterprise frameworks</b>				<b>Total</b>
		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	
<b>Age of the respondents</b>	Below25Years	8	19	7	1	35
	26-30Years	19	43	20	2	84
	31-35Years	15	36	10	2	63
	36-40Years	6	21	8	0	35
	Above40 Years	7	18	9	1	35
<b>Gender</b>	Male	35	74	29	3	141
	Female	20	63	25	3	111
<b>Work Experience</b>	Below 5years	14	33	16	1	64
	5-10years	19	44	22	4	89
	10-15years	13	40	11	1	65
	15-20years	7	14	4	0	25
	Above20years	2	6	1	0	9
<b>Size of the organization</b>	Micro	10	38	11	1	60
	Small	24	64	26	4	118
	Macro	21	35	17	1	74
<b>Total</b>		<b>55</b>	<b>137</b>	<b>54</b>	<b>6</b>	<b>252</b>

- HR professionals aged 26-30 years represent the highest count in the "Strongly Agree" category for adopting Sustainable Business Models, followed by professionals aged 31-35 years.
- The lowest count in the "Strongly Agree" category is observed among respondents aged above 40 years.
- Male HR professionals exhibit a higher count in the "Strongly Agree" and "Agree" categories compared to their female counterparts regarding the adoption of Sustainable Business Models.
- HR professionals with 5-10 years of experience demonstrate the highest count in the "Strongly Agree" and "Agree" categories.
- Those with above 20 years of experience have the lowest count in the "Strongly Agree" and "Agree" categories.
- HR professionals working in small-sized organizations show the highest count in the "Strongly Agree" and "Agree" categories.



- Micro and macro-sized organizations also demonstrate positive counts in the "Strongly Agree" and "Agree" categories, but smaller than those in small-sized organizations.

Overall, the analysis indicates varying levels of adoption of Sustainable Business Models among HR professionals concerning different demographic variables. Younger professionals (aged 26-35), males, those with 5-10 years of experience, and those working in smaller organizations tend to show higher counts in the categories reflecting stronger agreement with the adoption of Sustainable Business Models.

#### **Chi square Test- Association between demographic variables and adoption of Sustainable Business Models among HR professionals**

<b>Profile of the respondent</b>	<b>Chi square</b>	<b>Df</b>	<b>p</b>	<b>Sig.</b>
Age of the respondents	3.628	12	0.989	<i>Not significant</i>
Gender	1.723	3	0.632	<i>Not significant</i>
Work Experience	7.004	12	0.857	<i>Not significant</i>
Size of the organization	9.206	6	0.418	<i>Not significant</i>

The chi-square analysis conducted on various demographic variables (age, gender, work experience, and size of the organization) in relation to the adoption of sustainability-driven enterprise frameworks among HR professionals indicates that none of the variables show a statistically significant association.

- Age of the respondents: The chi-square value of 3.628 with 12 degrees of freedom yields a p-value of 0.989, suggesting that there is no association between age groups and the adoption of sustainability-driven enterprise frameworks among HR professionals.
- Gender: With a chi-square value of 1.723 and 3 degrees of freedom, the p-value obtained is 0.632, indicating no statistically significant association between gender and the adoption of Sustainable Business Models.
- Work Experience: The chi-square value of 7.004 with 12 degrees of freedom produces a p-value of 0.857, suggesting that there is no significant relationship between different levels of work experience and the adoption of Sustainable Business Models among HR professionals.

- Size of the organization: The chi-square value of 9.206 with 6 degrees of freedom yields a p-value of 0.418, indicating nosignificant association between the size of the organization and the adoption of sustainability-driven enterprise frameworks.

### Correlation analysis

H0: Talent Management Strategies do not exhibit a statistically significant correlation with the successful adoption of sustainability-driven enterprise frameworks.

H1: There is a statistically significant correlation between Talent Management Strategies and the successful adoption of sustainability-driven enterprise frameworks.

### Talent Management Strategies and the effective execution of sustainability-driven enterprise frameworks.

Correlations		
	Talent Management Strategies	Successful adoption of sustainability-driven enterprise frameworks
Talent Management Strategies	1	.506**
		.000
	252	252
Successful adoption of sustainability-driven enterprise frameworks	.506**	1
	.000	
	252	252

\*\* . Significance level of correlation is  $p < 0.01$  (2-tailed).

*Source: Primary Data*

### Inference:

The analysis indicated a robust, favorable correlation between Talent Management Strategies and the successful adoption of sustainability-driven enterprise frameworks. The computed Pearson's correlation coefficient stands at 0.506, indicating a strong statistical significance ( $p < 0.01$ ), thus highlighting the substantial relationship between Talent Management Strategies and the Successful adoption of sustainability-driven enterprise frameworks. This indicates that approximately 50.6% of the changes observed in the Successful adoption of sustainability-driven enterprise frameworks can be attributed to variations in Talent Management Strategies. Therefore, the results decisively refute the null hypothesis, affirming the presence of a robust relationship between these variables. In summary, the study highlights that achieving effective Talent Management Strategies positively influences the successful adoption of sustainability-driven enterprise frameworks.

**The Integration of sustainability into HR practices and the successful execution of Sustainability-driven enterprise frameworks.**

H0: The Integration of Sustainability in HR Practices does not exhibit a statistically significant relationship with the successful adoption of sustainability-driven enterprise frameworks.

H1: The Integration of Sustainability in HR Practices does exhibit a statistically significant relationship with the successful adoption of sustainability-driven enterprise frameworks.

<b>Correlations</b>		
	<b>Integration of Sustainability in HR Practices</b>	<b>Successful adoption of sustainability-driven enterprise frameworks.</b>
<b>Integration of Sustainability in HR Practices</b>	1	.466**
		.000
	252	252
<b>Successful adoption of sustainability-driven enterprise frameworks.</b>	.466**	1
	.000	
	252	252

\*\* . Significance level of correlation is  $p < 0.01$  (2-tailed).

*Source: Primary Data*

**Inference:**

Commencing the analysis conducted between Integration of Sustainability in HR Practices and the Successful Implementation of Sustainable Business Models revealed a significant positive relationship. The Pearson's correlation coefficient determined to be 0.466 confirms the statistical significance of this association. This suggests that approximately 46.6% of the variations observed in the Successful adoption of sustainability-driven enterprise frameworks can be attributed to changes in Integration of Sustainability in HR Practices. Therefore, the study solidly rejects the null hypothesis, confirming a robust and positive relationship between these variables. In essence, achieving effective Integration of Sustainability in HR Practices contributes significantly to the successful adoption of sustainability-driven enterprise frameworks.

**Leadership, organizational culture, correlation with successful adoption of sustainability-driven enterprise frameworks.**

H0: Leadership and Organizational Culture shows no significant correlation with successful adoption of sustainability-driven enterprise frameworks.

H1: Leadership and Organizational Culture shows significant correlation with successful adoption of sustainability-driven enterprise frameworks.

<b>Correlations</b>		
	<b>Leadership and Organizational Culture</b>	<b>Successful adoption of sustainability-driven enterprise frameworks.</b>
<b>Leadership and Organizational Culture</b>	1	.438**
		.000
	252	252
<b>Successful adoption of sustainability-driven enterprise frameworks.</b>	.438**	1
	.000	
	252	252
**. Significance level of correlation is $p < 0.01$ (2-tailed).		

*Source: Primary Data*

**Inference:**

The correlation coefficient for Leadership, Organizational Culture, and Sustainable Business Model execution is 0.438, with a highly significant p-value of 0.000 ( $p < 0.01$ ). This confirms a positive relationship between the variables. The analysis demonstrates a Pearson Correlation (r-value) of 0.438, signifying that the independent variable, Leadership and Organizational Culture, can induce changes in the dependent variable (Successful adoption of sustainability-driven enterprise frameworks.) up to 43.8%. This suggests that an enhanced perception of Leadership and Organizational Culture will positively influence the Successful adoption of sustainability-driven enterprise frameworks. Hence, the relationship between the variables is robust. Therefore, rejecting the null hypothesis confirms a positive relationship between these variables.

**The correlation between social influence, stakeholder relations, and the successful execution of Sustainable Business Models.**

H0: The successful adoption of sustainability-driven enterprise frameworks does not demonstrate a significant correlation with Social Influence and Stakeholder Relations..

H1: The successful adoption of sustainability-driven enterprise frameworks does demonstrate a significant correlation with Social Influence and Stakeholder Relations.

<b>Correlations</b>		
	<b>Social influence and Stakeholder Relations</b>	<b>Successful adoption of sustainability-driven enterprise frameworks</b>
<b>Social influence and Stakeholder Relations</b>	1	.654**
		.000
	252	252
<b>Successful adoption of sustainability-driven enterprise frameworks</b>	.654**	1
	.000	
	252	252
** . Significance level of correlation is $p < 0.01$ (2-tailed).		

*Source: Primary Data*

**Inference:**

Correlation coefficients, computed to examine the hypothesis, are visually presented in the table above. The correlation coefficient between Social influence, Stakeholder Relations, and Successful adoption of sustainability-driven enterprise frameworks is 0.654. The highly significant and positive relationship between these variables is indicated. The analysis highlights a Pearson Correlation (r-value) of 0.654, indicating that variations in the independent variable, Social influence and Stakeholder Relations, can influence changes in the dependent variable (Successful adoption of sustainability-driven enterprise frameworks) by as much as 65.4%. This highlights the significant impact that increased awareness and effective management of Social influence and Stakeholder Relations can have on positively steering the adoption of sustainability-driven enterprise frameworks. Thus, affirming a compelling and resilient relationship between these crucial factors, the study firmly rejects the null hypothesis, establishing a concrete and affirmative correlation between these variables.

**Relationship between Behavioural intention, and Successful adoption of sustainability-driven enterprise frameworks**

H0: Behavioral Intention does not exhibit a statistically significant relationship with the successful adoption of sustainability-driven enterprise frameworks.

H1: Behavioral Intention does exhibit a statistically significant relationship with the successful adoption of sustainability-driven enterprise frameworks.

Correlations		
	Behavioural intention	Successful adoption of sustainability-driven enterprise frameworks.
Behavioural intention	1	.054
		.392
	252	252
Successful adoption of sustainability-driven enterprise frameworks.	.054	1
	.392	
	252	252

Source: Primary Data

**Inference:**

To examine the hypothesis, correlation coefficients were computed and are displayed in the provided table. The Pearson’s correlation coefficient value between Behavioral intention and the Successful adoption of sustainability-driven enterprise frameworks stands at 0.054. This reveals a significant p-value of 0.392, exceeding the significance level of 0.01 ( $p < 0.01$ ), indicating an absence of relationship between the variables.

**The association between organizational readiness and the successful adoption of sustainability-driven enterprise frameworks.**

H0: Organizational readiness exhibits no correlation with the successful adoption of sustainability-driven enterprise frameworks.

H1: Organizational readiness exhibits correlation with the successful adoption of sustainability-driven enterprise frameworks.

Correlations		
	Organizational readiness	Successful adoption of sustainability-driven enterprise frameworks
Organizational readiness	1	.937**
		.000
	252	252
Successful adoption of sustainability-driven enterprise frameworks	.937**	1
	.000	
	252	252

\*\* . Significance level of correlation is  $p < 0.01$  (2-tailed).

*Source: Primary Data*

**Inference:**

The correlation coefficient between Organizational readiness and Successful adoption of sustainability-driven enterprise frameworks is 0.937 with a highly significant p-value of 0.000 ( $p < 0.01$ ). This robustly confirms a strong and positive relationship between these variables. With a Pearson Correlation (r-value) of 0.937, it is evident that changes in the independent variable, Organizational readiness, can drive variations in the dependent variable (Successful adoption of sustainability-driven enterprise frameworks) up to 93.7%. This emphasizes the crucial impact of recognizing and managing Organizational readiness, which significantly influences the Successful adoption of sustainability-driven enterprise frameworks in a positive trajectory. Hence, the study decisively rejects the null hypothesis, solidifying a clear and affirmative correlation between these pivotal factors.

**Inter correlation analysis**

H0: Perceptual factors, including Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social Influence and Stakeholder Relations, Behavioral Intention, and Organizational Readiness, do not display a significant relationship with the adoption of sustainability-driven enterprise frameworks.

H1: There is significant relationship between perceptual factors to adoption of sustainability-driven enterprise frameworks.

<b>Inter Correlations</b>						
	Talent Management Strategies	Integration of Sustainability in HR Practices	Leadership and Organizational Culture	Social influence and Stakeholder Relations	Behavioural intention	Organizational readiness
Talent Management Strategies	1	.785**	.622**	.219**	.575**	.504**
Integration of Sustainability in HR Practices		1	.597**	-.024	.483**	.467**
Leadership and Organizational Culture			1	.157*	.556**	.462**
Social influence and Stakeholder Relations				1	.195**	.106
Behavioural intention					1	.664**
Organizational readiness						1
**. Significance level of correlation is $p < 0.01$ (2-tailed).						
*. Significance level of correlation is $p < 0.05$ (2-tailed).						



**Inference:**

The intercorrelation table illustrates the relationships between various factors studied in this analysis.

**1. Talent Management Strategies:**

- Strong positive correlations exist between Talent Management Strategies and Integration of Sustainability in HR Practices ( $r = 0.785^{**}$ ), Behavioral Intention ( $r = 0.575^{**}$ ), and Organizational Readiness ( $r = 0.504^{**}$ ). This indicates that effective talent management strategies tend to align closely with sustainability integration, behavioral intentions, and organizational readiness for change.

**2. Integration of Sustainability in HR Practices:**

- It shows a substantial positive correlation with Talent Management Strategies ( $r = 0.785^{**}$ ) and moderate positive correlations with Leadership and Organizational Culture ( $r = 0.597^{**}$ ) and Behavioral Intention ( $r = 0.483^{**}$ ). This suggests that a robust integration of sustainability practices within HR aligns with talent management strategies, organizational culture, and behavioral intentions.

**3. Leadership and Organizational Culture:**

- This factor exhibits a moderate positive correlation with Talent Management Strategies ( $r = 0.622^{**}$ ) and a weaker positive correlation with Integration of Sustainability in HR Practices ( $r = 0.597^{**}$ ). It implies that a strong leadership approach and organizational culture relate moderately to talent management strategies and sustainability integration in HR practices.

**4. Social influence and Stakeholder Relations:**

- Shows a relatively weaker positive correlation with Leadership and Organizational Culture ( $r = 0.157^*$ ) and Behavioral Intention ( $r = 0.195^{**}$ ). This indicates a mild association between social influence, stakeholder relations, and certain leadership qualities within the organization.

**5. Behavioral Intention:**

- Demonstrates a strong positive correlation with Talent Management Strategies ( $r = 0.575^{**}$ ) and a relatively weaker but still significant positive correlation with Integration of Sustainability in HR Practices ( $r = 0.483^{**}$ ). This suggests a strong link between behavioral intentions and both talent management strategies and sustainability integration in HR practices.

## 6. **Organizational Readiness:**

- It displays moderate to strong positive correlations with Talent Management Strategies ( $r = 0.504^{**}$ ) and Behavioral Intention ( $r = 0.664^{**}$ ), indicating that an organization's readiness for change is closely associated with effective talent management strategies and behavioral intentions aligned with sustainability.

This analysis underscores the interconnectedness of various organizational aspects, emphasizing the importance of integrating sustainability within HR practices, effective leadership, stakeholder relations, and organizational readiness in fostering a holistic approach toward successful implementation of sustainable business models.

### **Multiple regression analysis**

#### **Measure the relationship between HR professionals perception towards adoption of Sustainable Business Model and Success of adopt Sustainable Business Model among HR professionals**

$H_0$  : There is linear combination between (Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, Behavioural intention, Organizational readiness) and Success of adopt Sustainable Business Model among HR professionals

$H_1$  : There is significant relationship between a linear combination of variables (Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, Behavioural intention, Organizational readiness) and Success of adopt Sustainable Business Model among HR professionals

#### **Dependent variable:**

Long-term organizational success (Success of adopt Sustainable Business Model)

#### **Independent variable:**

Talent Management Strategies,  
 Integration of Sustainability in HR Practices,  
 Leadership and Organizational Culture,  
 Social influence and Stakeholder Relations,  
 Behavioural intention,  
 Organizational readiness

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.940 <sup>a</sup>	.883	.881	1.02275	.883	309.359	6	245	.000
a. Predictors: (Constant), Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, Behavioural intention, Organizational readiness									
b. Dependent Variable: Long-term organizational success									

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1941.578	6	323.596	309.359	.000 <sup>a</sup>
	Residual	256.275	245	1.046		
	Total	2197.853	251			
a. Predictors: (Constant), Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, Behavioural intention, Organizational readiness						
b. Dependent Variable: Long-term organizational success						

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.955	.343		-2.785	.006
	Talent Management Strategies	.047	.029	.066	1.615	.108
	Integration of Sustainability in HR Practices	-.007	.019	-.014	-.366	.715
	Leadership and Organizational Culture	-.039	.039	-.030	-.989	.324
	Social influence and Stakeholder Relations	-.071	.027	-.062	-2.578	.011
	Behavioural intention	.090	.049	.060	1.838	.067
	Organizational readiness	1.137	.038	.891	29.653	.000
a. Dependent Variable: Long-term organizational success						

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2676	14.4467	6.5675	2.78125	252
Residual	-4.29094	5.85993	.00000	1.01045	252
Std. Predicted Value	-1.546	2.833	.000	1.000	252
Std. Residual	-4.195	5.730	.000	.988	252
a. Dependent Variable: Long-term organizational success					

The regression analysis conducted reveals crucial insights:

- The model indicates a strong relationship ( $R = 0.940$ ) between HR professionals' perception towards Sustainable Business Model adoption and Long-term organizational success.
- About 88.3% of the variation in Long-term organizational success among HR professionals is explained by variations in Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, Behavioral intention, and Organizational readiness ( $R^2 = 0.883$ ).
- The Adjusted R-squared of 0.881, an F value of 309.359, and a significant p-value ( $< 0.05$ ) confirm a meaningful relationship between the variables.
- The coefficients table reveals the specific impact of factors on Long-term organizational success. Notably, HR professionals' perception towards HR roles significantly predicts ( $P < 0.05$ ) the success of adopting Sustainable Business Models.

$$Y = 0.047 X_1 - 0.007X_2 - 0.039X_3 - 0.071 X_4 + 0.90 X_5 + 1.137 X_6$$

Looking at the significance values we found that HR professionals perception towards HR role's is significant ( $P < 0.05$ ) in predicting the Success of adopt Sustainable Business Model among HR professionals. There is a direct relationship between perception towards HR role's and Success of adopt Sustainable Business Model among HR professionals and to increase perception level it will increase the Success of adopt Sustainable Business Model among HR professionals.

## DISCUSSION

- The non-significant associations of demographic variables suggest that individual characteristics like age, gender, experience, and organizational size might not directly

influence the propensity of HR professionals to adopt sustainability-driven enterprise frameworks.

- Key organizational factors, such as Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, and Organizational readiness, emerged as critical drivers of successful implementation.
- These findings underscore the multifaceted nature of successful adoption, emphasizing the need for organizational preparedness, effective leadership, stakeholder engagement, and the incorporation of sustainability within HR practices to facilitate the successful implementation of sustainability-driven enterprise frameworks among HR professionals.
- These findings underscore the interconnectedness of various organizational factors in driving successful sustainability-driven enterprise frameworks adoption among HR professionals. Factors such as effective talent management, integration of sustainability in HR practices, robust leadership, stakeholder relations, behavioral intentions, and organizational readiness emerge as crucial determinants for organizational success in embracing sustainable practices. Recognizing and fostering positive perceptions towards HR roles is vital, as it contributes significantly to the successful adoption of sustainability-driven enterprise frameworks among HR professionals, ultimately paving the path for sustained organizational success in sustainability endeavors.

### **Recommendations**

The evolution of sustainable business models requires a holistic approach, wherein Human Resources (HR) assumes a pivotal function in fostering a culture that prioritizes sustainability,. Here are key recommendations for HR to shape sustainable business models effectively:

- Ensure that sustainability goals are integrated into the core of HR strategies, from recruitment to talent development.
- Offer training programs that emphasize sustainability practices, encouraging employees to adopt eco-friendly behaviors and processes.
- Create platforms and communication channels to educate employees about the importance of sustainability in business operations.
- Implement reward mechanisms for employees who contribute innovative sustainable ideas, fostering a culture of continuous improvement.

- Clearly outline the company's commitment to sustainability in job descriptions to attract candidates who share these values.
- Highlight sustainability initiatives as part of the EVP to retain top talent passionate about environmental and social responsibility.
- Collaborate with external organizations, NGOs, and industry bodies to exchange best practices and drive larger-scale sustainability initiatives.
- Encourage cross-departmental collaboration to integrate sustainability into all aspects of the business.
- Develop and track KPIs related to sustainability, such as carbon footprint reduction, waste management, and social impact.
- Regularly publish reports on sustainability efforts and progress made, demonstrating the company's commitment to stakeholders.
- Leverage HR technology for better data management, analysis, and monitoring of sustainability initiatives, facilitating informed decision-making.
- Encourage remote work and virtual collaboration tools to reduce the environmental impact of commuting.
- Ensure top-level executives champion sustainability initiatives, showcasing commitment from the top down.
- Embed sustainability practices into leadership development programs to create future leaders with a strong sustainability mindset.

## **Conclusion**

The primary goal of this study was to address a pressing real-world concern pinpointed by HR professionals during the implementation of sustainability-driven enterprise frameworks. Evaluation of the feasibility of adopting sustainability-driven enterprise frameworks and the requisite infrastructure for its execution constituted the focus of the assessment. The result of this endeavor offers immediate support to HR teams through the creation of a definitive document, ensuring a uniform method for implementing Sustainable business models across various organizational spheres. This significantly conserves time and resources during the implementation phase. Of greater significance, the study's findings assist HR professionals by furnishing a distinct array of instruments and strategies necessary to facilitate the continual evolution of sustainability-driven enterprise frameworks. In the foreseeable future, HR professionals intend to persist in the adoption of sustainability-driven enterprise frameworks, leveraging a robust groundwork already established. The findings from this study can serve as a point of reference for developing adoption documentation,

influencing the day-to-day management procedures within organizations. HR's Perception of Sustainable business models, Talent Management Strategies, Integration of Sustainability in HR Practices, Leadership and Organizational Culture, Social influence and Stakeholder Relations, Behavioural intention of HR professionals, evidence for the HR's role in the transfer of skills, improvement of skills, and training with haptic feedback.

The research methodology actively involved a substantial cohort of HR professionals, encouraging their active participation through collaborative and co-creative means. It emphasized the value of individual respect and nurtured a culture of perpetual enhancement directed at embracing Sustainable business models. This phase sets the cornerstone for building a genuinely efficient execution, signaling the commencement of a continual pursuit toward excellence.

### **Limitations and Future Research**

The current study is constrained by several limitations, including:

- The study relies solely on the subjective perceptions of HR managers, making it purely qualitative in nature.
- Each interview required an average of 15-20 minutes, posing a challenge in accommodating participants' schedules. Consequently, the survey was conducted within limited time slots, resulting in a reduced sample size of 252 respondents.
- Some respondents did not actively cooperate, hindering the collection of valuable responses.
- This study operates on the premise that the information provided by respondents is accurate, which may impact the accuracy of the results.
- Findings may not be universally applicable to other industrial settings due to the study's specific focus.

In future research, exploring comparisons among various Sustainable business models to identify optimal Sustainable HRM practices is necessary. Additionally, further investigation into unexplored determinants and challenges due to time constraints is recommended. Further exploration and examination of supplementary factors impacting the adoption of Sustainable business models are imperative. Conducting studies to evaluate infrastructure readiness, financial implications for organizations, and government HR policies affecting corporate social responsibility is crucial. Moreover, focusing on department-specific challenges in adopting Sustainable business models could be a valuable area for future research