

### High Performance Work Systems or Human Resources Management Based on Corporate Sustainability? A Model Development Proposal

#### Abstract

At the core of corporate sustainability lies a series of human resource management (HRM) practices, which are commonly structured under the model of high-performance work systems (HPWS). These practices are closely associated not only with sustainable human resource management (SHRM) but also with broader aspects of organizational sustainability. Despite their importance, the literature on this subject remains limited, highlighting the need for further in-depth research. The primary aim of the present study is to examine the relationship between high-performance work systems and sustainable HRM practices within organizations and to evaluate this relationship in the context of corporate sustainability. In addition to the components traditionally included in the HPWS model, this study also seeks to assess the contribution and potential integration of career management, performance management, and occupational health and safety practices—key elements actively utilized in HRM processes. Determining the role of these practices within the HPWS framework is expected to foster a theoretical and practical integration that will significantly enhance both organizational and human resource sustainability. In this regard, it is anticipated that organizations can achieve sustainable HRM and long-term corporate performance through the effective implementation of HPWS. The study is expected to contribute theoretically by providing new insights for researchers, while also offering practices implications that can increase the effectiveness and success of HRM applications in organizational settings.

**Keywords:** High Performance Work Systems, Sustainable Human Resource Management, Corporate Sustainability, Model Development.

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## Kurumsal Sürdürülebilirlik Temelinde Yüksek Performanslı Çalışma Sistemleri mi, İnsan Kaynakları Yönetimi mi?: Bir Model Geliştirme Önerisi

### Öz

Kurumsal sürdürülebilirliğin temelinde, işletmelerin insan kaynakları yönetimi (İKY) alanında uyguladığı çeşitli stratejiler ve politikalar yer almaktadır. Bu strateji ve uygulamalar, özellikle yüksek performanslı çalışma sistemleri (YPÇS) modeli altında bir araya getirilerek sistematik bir yapı kazanmakta ve işletmelerin uzun vadeli başarısına katkı sağlamaktadır. YPÇS kapsamında yer alan uygulamalar, sadece sürdürülebilir insan kaynakları yönetimi açısından değil aynı zamanda kurumsal sürdürülebilirliğin sağlanması bakımından da kritik bir role sahiptir. Ancak, bu alanda yapılan akademik çalışmaların henüz yeterli düzeyde olmayışı, konuya ilişkin daha derinlemesine araştırmalar yapılması gerektiğini ortaya koymaktadır. Bu bağlamda gerçekleştirilen mevcut araştırmanın temel amacı, yüksek performanslı çalışma sistemleri ile işletmelerin sürdürülebilir insan kaynakları yönetimi uygulamaları arasındaki ilişkiyi ortaya koymak ve bu ilişkiyi kurumsal sürdürülebilirlik perspektifinde değerlendirmektir. Özellikle YPÇS modeli içerisinde doğrudan yer almayan fakat insan kaynakları süreçlerinde önemli bir yeri olan kariyer yönetimi, performans yönetimi ile iş sağlığı ve güvenliği uygulamalarının da bu modele nasıl entegre edilebileceği araştırılmaktadır. Söz konusu uygulamaların modele katkısının belirlenmesi, teori ve uygulama arasında bir köprü kurulmasını sağlayarak işletmelerin insan kaynağını daha sürdürülebilir hale getirecektir. Araştırmanın, teorik olarak literatüre katkı sunması ve pratikte uygulayıcılar için rehber niteliğinde olması beklenmektedir. Bu doğrultuda, işletmelerin YPÇS aracılığıyla hem insan kaynağında sürdürülebilirliği sağlamaları hem de kurumsal performanslarını uzun vadede sürdürülebilir kılmaları amaçlanmaktadır.

**Anahtar Kelimeler:** Yüksek Performanslı Çalışma Sistemleri, Sürdürülebilir İnsan Kaynakları Yönetimi, Kurumsal Sürdürülebilirlik, Model Geliştirme.

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## 1. Introduction

The report published by the Brundtland Commission (1987), also known as the United Nations World Commission on Environment and Development, draws attention to sustainability or sustainable development and the increasing importance of human resource management in the field of business or management in recent years (Ehnert & Harry, 2012). At this point, globalization, technological advancements and changes in competition force businesses to make human resources management practices and strategies effective in terms of ensuring their continuity. To put it more clearly, there is an important relationship between the sustainability of businesses and human resources management strategies and practices.

First, it is possible to see that there are different definitions of the concept of sustainability explained by various disciplines in literature. Therefore, it can be said that there is no universal definition of this concept. However, it is stated that sustainability or sustainable development generally evokes expressions such as long-term, resounding, and systematic (Lozano & Barreiro-Gen, 2023). In other words, the ability of businesses to maintain their systematic structure and existence with their long-term, resounding practices, in a sense reveals their sustainability. In previous years, the economic dimension of the concept of sustainability was emphasized and the impact of ecological and social dimensions on sustainability was left in the background. In the following period, especially after the 1970s, the increasing importance of the social dimension and human capital began to be emphasized under the influence of various factors, and its impact on sustainability has continued to be the subject of current research (Yoon et al., 2024).

Today, many studies clearly state the importance of human capital or human resources for a business and the necessity of effective management of this resource for the sustainable performance of the business (Pfeffer, 1998; Jabbour & Santos, 2008; Dhamija, 2013; Savaneviciene & Stankeviciute, 2017; Amrutha & Geetha, 2020; Newman et al., 2020; Bratton et al., 2021; Banmairuoy et al., 2022; Chowdhury et al., 2023; Yoon et al., 2024). Moreover, it has been revealed that there is a close relationship between human resource management activities, which include all the tasks and activities aimed at providing, training, developing or retaining the necessary human resources for businesses to achieve their goals, and the corporate sustainability of these businesses (Amrutha & Geetha, 2020; Zihan et al., 2024).

According to the Brundtland report (1987), the concept of corporate sustainability, which forms a part of sustainable development, is the process of meeting today's needs without compromising the needs of future generations and internal and external stakeholders (such as shareholders, employees, customers, pressure groups and various communities) for businesses. In this process, the sustainability of human resources is seen as an important value in the context of corporate sustainability (Pfeffer, 1998; Pfeffer, 2010; Chan et al., 2014), and even corporate sustainability is thought to be the final point in the evolution of human resources management (Zihan et al., 2024).

Today, sustainable human resource management means designing human resource strategies, policies and practices for the development of the relevant institution or business. In this context, when the relationship between sustainability and HRM is evaluated from a different perspective, it is seen that its results actually provide various contributions at both individual and organizational levels, such as subjective well-being, quality of life and satisfaction, individual and social welfare, sense of belonging, commitment, reduction of employee turnover or absenteeism, and motivation (Campos-García et al., 2024).

In short, the results obtained both in individual and organizational contexts clearly reveal that human resources are at the basis of ensuring sustainability. In addition, these results show that the sustainability of the business entity is measured by the skills of the resource in question, or in other words, the employees, their commitment to the business and their productivity. This is achieved through high-performance work systems at the institutional/organizational level. High-performance work systems, in their simplest form, refer to a series of human resources practices focused on developing employees' abilities, motivating them, and providing them with development opportunities to serve the achievement of organizational goals (Cao et al., 2024).

There are two basic types of distinctions regarding human resources application systems, such as "job infrastructure" and "job security", which are attributed to high-performance work systems and include the meaning of work for employees, their motivation, or their ability to do their job (Shih et al., 2006). Based on this distinction, it has been stated by various researchers that high-performance work systems have observable effects on individual subjective well-being and organizational performance (Taylor et al., 2012; Mariappanadar & Kramar, 2014; Mowbray et al., 2021).

However, when this situation is evaluated from a sustainable human resources management perspective, it can be said that there is a structure based on a win-win relationship for both parties. In more clear terms, high-performance work systems, on the one hand, increase individual satisfaction or loyalty and contribute to the person's subjective well-being, thus ensuring their existence in the current business is sustainable, and on the other hand, they provide great benefits towards increasing or improving organizational performance, which is the main goal (Kim et al., 2023).

From this point of view, it is important to examine the relationship between high-performance work systems (HPWS) and sustainable human resources management practices of businesses, and the main purpose of the research is to determine this relationship. In addition, it is aimed to reveal the role of career, performance and occupational health and safety management practices, which are among the HRM practices of enterprises but are not evaluated within the framework of the high-performance work systems (HPWS) model, in corporate sustainability and to determine whether these practices will be integrated into the HPWS model. Within the scope of these purposes, it is expected that enterprises will provide sustainable human resources management and achieve corporate sustainable performance through HPWS. It is thought that this study will contribute to the literature in a theoretical framework due to the lack of literature on the subject.

## **2. Literature Review**

### **2.1. Sustainable Human Resources Management**

In this section, first the concepts of sustainability and human resources management will be discussed under separate headings and then detailed explanations regarding the concept and scope of sustainable human resources management will be given.

#### **2.1.1. Concept of Sustainability**

The Brundtland (1987) report published by the World Commission on Environment and Development emphasizes the increasing importance of human resources management in the field of business and management in recent years, along with sustainability or sustainable development (Ehnert & Harry, 2012). When the literature is examined, it is stated that the concepts of sustainability or sustainable



development are the subject of various disciplines; therefore, it is difficult to make a universal definition, but they generally evoke expressions such as long-term, resounding, and systematic (Ehnert, 2006; Lozano & Barreiro-Gen, 2023). In other words, the ability of businesses to maintain their systematic structure and existence with their long-term, resounding applications reveals their sustainability in a sense. However, globalization, technological advancement and changes in competition create serious pressure on businesses to ensure the continuity of their existence and, for this reason, force businesses to make their human resources management practices and strategies effective (Zihan et al., 2024).

This situation is a clear indication that sustainability is the basis of the increasing emphasis on the importance of human resources management, especially in the field of business and management in recent years. In the past years, the economic dimension of the concept of sustainability was given more prominence, leaving the impact of ecological and social dimensions on sustainability in the background. However, in the following period, especially after the 1970s, it was observed that there was a significant increase in the importance of the social dimension and human capital/human resources due to the influence of various factors, and the impact of this on sustainability has continued to be the subject of current research. Today, in many studies, the importance of human capital or human resources for a business and the necessity of effective management of this resource in terms of the sustainable performance of the business are clearly stated (Dhamija, 2013; Savaneviciene & Stankeviciute, 2017; Chowdhury et al., 2023; Campos-García et al., 2024).

Based on these statements, it can be said that there is an important relationship between the sustainability of businesses and human resources management strategies and practices. Although the concept of sustainability is seen to be the subject of various disciplines, in general, it is seen that all the disciplines in question believe that the premise for ensuring sustainability is social sustainability and that this should be achieved. The basis of this belief is the idea that the social and cultural aspects of human resources, which play an active role in ensuring sustainability, are important in the process of shaping economic and ecological elements. As a result, it is noticeable that more emphasis has been given to the concept of social sustainability or the sustainability of human resources management in the field of management (Dyllick & Hockerts, 2002; Amrutha & Geetha, 2020).

### **2.1.2. Concept of Human Resources Management**

In the conceptual framework, human resources management (HRM) is the discovery, development, rewarding and motivating of the human resources that the business needs or believes will achieve its goals with a goal-oriented approach. To ensure the sustainability of this power, some plans, programs and strategies implemented reflect the effectiveness of human resources management (Tanke, 1990). In other words, it is understood that any plan, program or strategy that businesses activate under the roof of the organization to retain and train human resources contributes to ensuring the sustainability of this resource from an institutional perspective and that sustainable human resources management is also of great importance in terms of organizational performance. According to Newman et al. (2020), it is stated that there is a close relationship between human resources management practices, which cover all the tasks and activities aimed at providing, training, developing or retaining the necessary human resources for businesses to achieve their various (economic, ecological etc.) goals, and corporate sustainability.

The concept of corporate sustainability, which also constitutes an important part of sustainable development, is expressed as the process of meeting today's needs without compromising the needs of future generations and internal or external

stakeholders (such as shareholders, employees, customers, pressure groups and various communities) in terms of businesses, according to the Brundtland (1987) report. In this process, the sustainability of human resources is seen as an important value in the context of corporate sustainability (Pfeffer, 1998; Pfeffer, 2010; Chan et al., 2014) and even corporate sustainability is the final point reached in the evolution of human resources management. In other words, as can be clearly understood from these expressions, the basis of corporate sustainability is the sustainability of human resources or the existence and effectiveness of sustainable human resources management in a business can also bring corporate sustainability. It is thought that sustainable human resources management, which is seen as an important value for businesses, should be examined comprehensively within the conceptual framework and its importance should be revealed.

When the literature is examined, in addition to the difficulty of making a universal definition of the concept of sustainability, the same difficulty can be encountered when this concept is associated with human resources management. For this reason, it is seen that sustainable human resources management is addressed from three different perspectives: responsibility-oriented, efficiency and innovation-oriented or asset-oriented (Kramar, 2014). The first perspective on the concept of sustainability is responsibility-oriented, and in this approach, responsibilities towards different interest groups are emphasized based on open system thinking. The evaluation of this perspective is carried out within the framework of various factors such as organizational performance, subjective well-being of employees, social welfare and quality of life. Another, efficiency and innovation-oriented perspective, argues that sustainability and corporate social responsibility can only be improved with the relationships between economic and sustainable outputs. The goal of such an approach is to reduce costs or consumption, ensure efficient use of resources, create a value chain and the idea that sustainable development will be achieved with an innovative approach. The last approach to sustainable human resources management is asset-oriented, and it is emphasized that resources or consumption are evaluated based on reproduction and that this perspective is important in terms of ensuring sustainability on the future of both business and human capital or human resources (Amrutha & Geetha, 2020).

### **2.1.3. Sustainable Human Resources Management**

Sustainable human resources management is based on two basic parameters, namely maintaining long-term organizational success and providing human resources that will support or serve to realize this. In fact, sustainable human resources management, which tries to achieve the balance between these two parameters and consists of a series of planned practices (development, production, continuity), also includes avoiding pressures and practices (such as crisis, conflict, stress) that have a negative impact on human resources and preventing their recurrence in the long term. In addition, the objectives of sustainable human resources management are listed to some extent along with the expressions in the definition (Ehnert, 2006). In other words, sustainable human resources management is the design of human resources strategies, policies and practices for the development of the relevant institution or business. In this context, when the relationship between sustainability and HRM is evaluated from a different perspective, it is seen that the obtained outputs provide various contributions at both individual and organizational levels, especially subjective well-being, quality of life, individual and social welfare (Lu et al., 2023).

It is widely noted that the concept of sustainable human resources management is generally associated with social or human outcomes that are thought to ensure the long-term continuity of the business (Kramar, 2014). Therefore, based



on these statements, it can be concluded that businesses achieve various outcomes at individual, organizational and social levels regarding the sustainable human resources management approach. When the individual-level outcomes of sustainable human resources management are examined, job satisfaction, organizational commitment, work-life balance, motivation or employee turnover rate come to the fore, while the organizational-level outcomes generally include productivity, the quality of employment relations and the subjective well-being of employees. On the social level, it is seen that sustainable human resources management mostly leads to outcomes such as the quality of relationships in the work environment and the potential of the business to be a known/recognized and preferred employer (Davidescu et al., 2020).

The results obtained in both individual, organizational or social contexts clearly reveal that human resources are at the core of ensuring sustainability. In addition, these results also reflect that the sustainability of the business entity is measured by the skills of the resource in question, or in other words, the employees, their commitment to the business and their productivity. The equivalent of this situation in literature is seen as high-performance work systems, and sustainable human resources management at the institutional or organizational level is provided through high-performance work systems.

## **2.2. High Performance Work Systems: Sustainability of Human Resources Management and Institutionalism**

Under this heading, after touching upon the concept of high-performance work systems, approaches to high-performance work systems, human resources dimensions and practices in the context of high-performance work systems, institutionalization and sustainability of human resources management are included.

### **2.2.1. The Concept of High-Performance Work Systems**

High-performance work systems have begun to attract attention since the 1990s due to increasing competition and pressure because of globalization (Boxall & Macky, 2009). In a conceptual framework, high-performance work systems refer to a series of human resources practices focused on developing employees' abilities, motivating them, and providing them with development opportunities to serve the achievement of organizational goals (Cao et al., 2024). Human resources management functions and practices generally include human resources planning, personnel recruitment and selection, training, development, career and performance management, wage management and rewards, and occupational health and safety (Cherif, 2020).

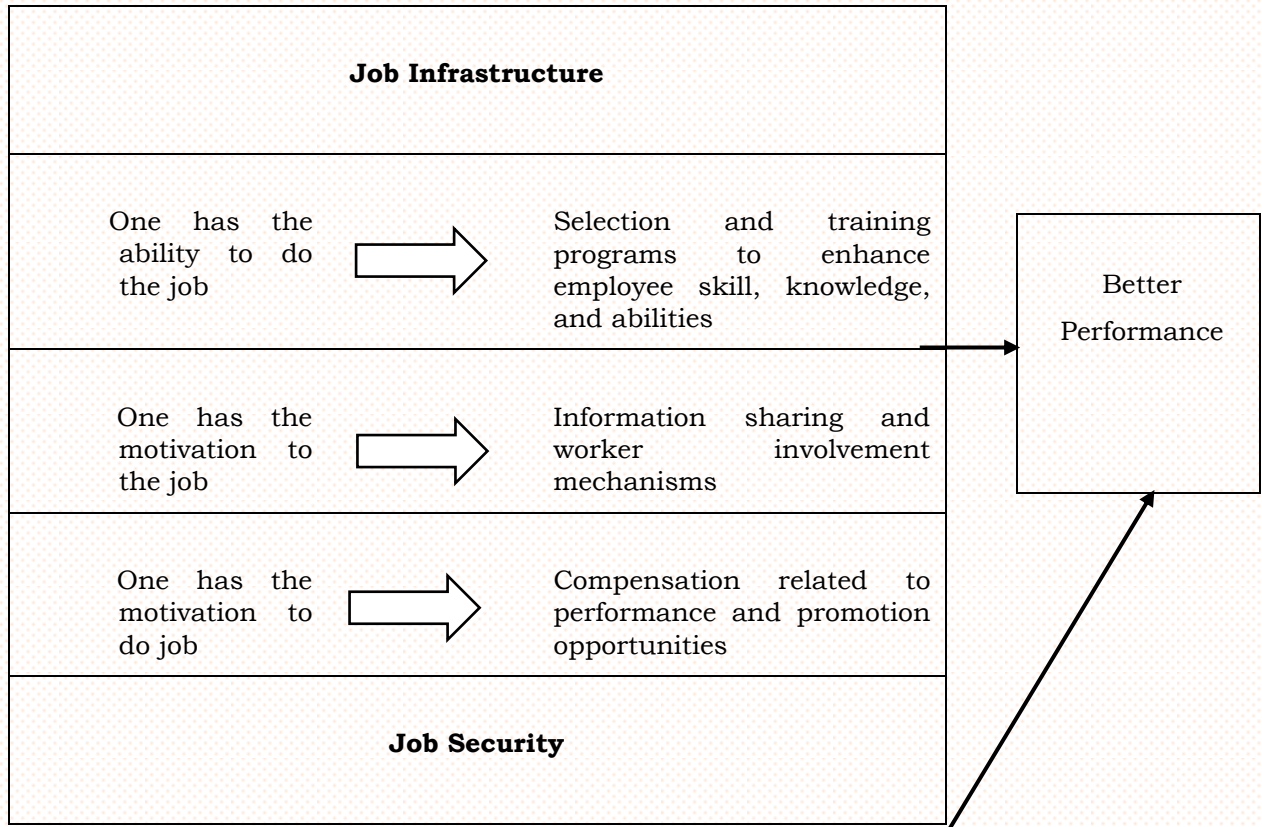
Boxall and Macky (2009) also state that businesses need to adopt high-performance work systems to achieve sustainable success and that it is important to make the human resources management practices in question effective in this context. Because it is believed that success and sustainability at the institutional level can only be achieved with the effectiveness of these systems and practices (Huselid, 1995; Ramsay et al., 2000; Appelbaum et al., 2000; Yoon et al., 2024).

### **2.2.2. Approaches to High Performance Work Systems**

In the context of high-performance work systems, it is seen that there are basically three types of perspectives regarding human resources management practices: universality, contingency and configuration (Delery & Doty, 1996; Boxall & Macky, 2007; Alqudah et al., 2022). The universality approach emphasizes that one of the human resources practices is always better and that businesses should implement the practices under this roof under all conditions. Another perspective is contingency, which draws attention to the fact that the practices within the scope of

human resources management should be compatible with both other factors and the business's own strategy.

The effectiveness of any of the human resources practices and its interaction and mutual relationship with various practices under the roof of human resources management reveal the configurational approach (Delery & Doty, 1996). However, when the literature is examined, it is stated that a common consensus has not been reached regarding the human resources management practices that are deemed necessary to be evaluated within the framework of high-performance work systems (Boxall & Macky, 2007). When the research is considered in terms of resource availability, it is seen that a series of human resource management application models presented by Shih et al. (2006) with a universal and configurational perspective are largely adopted. There are two basic types of distinctions regarding human resource application systems, such as “job infrastructure” and “job security”, which are attributed to high-performance work systems and include the meaning of work for employees, their motivation or their ability to do the job.



**Reference:** Shih et al. (2006)

According to the empirical research findings conducted by Shih et al. on 208 different companies in Taiwan, it has been revealed that there are a series of human resource applications within high-performance work systems, such as staffing, decentralization of decision-making authority, supporting employee participation, information sharing, development, and performance-based motivation plans and job security (Shih et al., 2006).

### 2.2.3. Human Resources Management Practices and Dimensions in the Context of High-Performance Work Systems

Firstly, the developmental effort from the selection of suitable personnel to increasing their knowledge, skills or experience is among the human resources



practices that evaluate employees within the scope of their ability to do their job and constitute the infrastructure of the job. The second one is a series of human resources practices that are aimed at the participation of employees in decisions or sharing information with them under a roof far from centralization and that reveal the meaning of the work they do for employees and constitute the infrastructure of the job. Another one includes human resources practices that help create the infrastructure of the job such as performance-based reward (wage), appreciation, promotion, etc., by prioritizing the motivational effect of the job in question (Shih et al., 2006).

The fact that researchers state that human resources practices aimed at the infrastructure of the job are equally applicable to every business and that they should be “configurational” in terms of consistency and harmony within themselves is also consistent with the approach of Delery and Doty (1996). Another dimension of high-performance work systems, job security, in a sense, refers to the sense of belonging and dedication of employees and even their commitment to the business. If the company attaches more importance to high-performance work systems and increases its investments in this direction, it is thought that it can have more competent, qualified, participatory and sharing employees who feel a sense of belonging and dedication. Therefore, when this situation is evaluated from the perspective of the company, it will be easier to retain employees with a sense of commitment and prevent the intention to leave the job (Gollan, 2006; Alqudah et al., 2022).

Based on two distinctions such as the infrastructure of the job and job security regarding human resources practices within high-performance work systems, various researchers state that this situation has observable effects on subjective well-being from an individual perspective and on performance from an organizational perspective (Taylor et al., 2012; Mariappanadar & Kramar, 2014). However, when this situation is evaluated from a sustainable human resources management perspective, it can be said that there is a structure based on a mutual win-win relationship for both parties. More clearly, high-performance work systems, on the one hand, make the current business sustainable by increasing individual satisfaction or loyalty and contributing to the subjective well-being of the individual, and on the other hand, they provide great benefits towards increasing or improving organizational performance, which is the main goal (Truss, 2001; Wright et al., 2003; Macky & Boxall, 2007; Arocas & Camps, 2008; Mariappanadar & Kramar, 2014; Alqudah et al., 2022).

#### **2.2.4. Sustainability of Human Resources Management and Institutionalism**

Arthur (1994) argues that the basis of human resources management practices is to shape the attitudes and behaviors of employees to achieve business goals and increase their performance. Therefore, various practices such as staffing, training, promotion, consultancy or taking complaints into consideration, flexible working, compensation, reward, incentive and job security within high-performance work systems are thought to support the main goal, which is organizational performance, on the one hand, but on the other hand, it is seen that they are determinant on the attitudes and behaviors of employees as well as their personal performances (Fu et al., 2015).

The results obtained by various researchers (Allen & Meyer, 1990; Loi et al., 2006; Mariappanadar & Kramar, 2014; Pichler et al., 2014; Mowbray et al., 2021; Cao et al., 2024) also show that the aforementioned human resources management strategies and practices, which are under the umbrella of high-performance work systems, increase the subjective well-being and motivation of employees (Huselid,

1995; Appelbaum et al., 2000), ensure their dedication and loyalty to the business, and reduce the employee turnover rate from an organizational perspective and contribute to some extent to corporate social responsibility. In short, all the results and indicators obtained at the individual or organizational level reveal that corporate sustainability is important and that human resources are largely at the basis of achieving this. The effective management and sustainability of these human resources indicates the existence of a series of human resources practices that are gathered under the roof of high-performance work systems or are included in this model.

Many studies clearly state that both human resources management and sustainability at the institutional level can be achieved through high-performance work systems (Truss, 2001; Wright et al., 2003; Loi et al., 2006; Macky & Boxall, 2007; Arocas & Camps, 2008; Mariappanadar & Kramar, 2014; Pichler et al., 2014; Alqudah et al., 2022; Cao et al., 2024). This situation shows that there is an important relationship between sustainable human resources management strategies and practices and high-performance work systems, and moreover, it suggests that sustainable human resources management should be evaluated in the context of high-performance work systems.

### **Conclusion and Evaluation**

In recent years, especially with the impact of globalization, technological advancement and change, it has become meaningful for businesses to operate sustainably, and such tendencies have increased significantly. The basis of sustainable activities of businesses is largely the effectiveness of human resources, as well as various factors. Businesses that adopt effective human resources management practices and strategies both gain competitive advantage and achieve sustainability at the corporate level by making the effectiveness in human resources management sustainable (Dhamija, 2013; Savaneviciene & Stankeviciute, 2017; Chowdhury et al., 2023; Campos-García et al., 2024).

In order to ensure corporate sustainability, businesses adopt high-performance work systems or business models consisting of a series of human resources management practices such as staffing, decentralized decision-making, supporting personnel participation and information sharing, comprehensive development and performance-based motivation plans, and job security, and as a result, it is concluded that this model produces meaningful outputs from an institutional perspective, both at the individual and organizational level.

As can be clearly understood from these statements, sustainable human resources management is at the basis of corporate sustainability, and a series of human resources management practices that provide sustainability are gathered under the roof of the high-performance work systems model. Therefore, it is thought that there is a close and important relationship between the sustainability of human resources management and high-performance work systems, and that more effective or healthy results can be achieved at the institutional level by evaluating the sustainable human resources management practices of enterprises in the context of high-performance work systems.

It is understood that there is no common opinion on human resources management practices within the scope of high-performance working systems (Boxall & Macky, 2007). However, in summary, a series of human resources management applications models developed by Shih et al. (2006) are adopted. In the model developed by these researchers, human resources application systems



are described in two dimensions for employees, meaning, motivation or their ability to do business. Researchers point out that human resources practices in the dimension of the work are “universal verily to the same extent for each enterprise and that it should be “configurational” to show a consistency and harmony (Delery & Doty, 1996).

Another dimension of high-performance working systems, job security, in a sense, refers to the feeling of belonging and dedication of employees and even the commitment to the enterprise. The basis of this model is the empirical research findings they have carried out through 208 different companies in Taiwan. Accordingly, in high performance working systems, there are a few human resources applications such as cadre, decision-making authority, supporting personnel participation, information sharing, development and performance -based motivation planning (Shih et al., 2006).

If the enterprise attaches more importance to high-performance working systems and increases these directional investments, it is thought that more competent, qualified, participatory and sharing, who have a feeling of belonging and dedication (Gollan, 2006). When this situation is evaluated in terms of the enterprise, it will be easier to hold the employees with a sense of commitment and will prevent the intention of leaving the job (Alqudah et al., 2022). More clearly, high performance work systems contribute to the sustainability of employees by enhancing individual satisfaction and loyalty, while simultaneously supporting their subjective well-being. Moreover, they provide substantial benefits to improve organizational performance, which constitutes the main objective (Truss, 2001; Wright vd., 2003; Macky & Boxall, 2007; Arocas & Camps, 2008; Mariappanadar & Kramar, 2014; Alqudah vd., 2022).

In addition, it is believed that career, performance management and occupational health-revenue applications should be integrated into this model, which is not included in the HPWS model, but which businesses are effectively benefiting from human resources management. It is expected that businesses will provide sustainable human resources management through HPWS and achieve corporate sustainable performance, and moreover, it is foreseen that this study will contribute to literature in the theoretical framework because the field of writing on the subject is narrow or the need to develop.

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