

# HUMAN RESOURCE MANAGEMENT AND SUSTAINABLE LEADERSHIP: A SYSTEMATIC LITERATURE REVIEW OF INTEGRATIVE PRACTICES AND FUTURE RESEARCH DIRECTIONS

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## Abstract

The development of the global organisational paradigm has shifted towards sustainability, encompassing economic, social, and environmental aspects. The integration of Human Resource Management (HRM) and Sustainable Leadership has emerged as a strategic driver of organisational transformation, but studies examining the integrative relationship between the two remain fragmented. This Systematic Literature Review aims to analyse the conceptual and practical relationship between HRM and Sustainable Leadership, as well as identify research gaps and future research directions. This study follows a strict SLR protocol with searches in Scopus, Web of Science, and Google Scholar. From 16,500 initial documents (2021-2025), a stepwise screening process yielded 10 final documents analysed using thematic analysis and narrative synthesis. Findings reveal that the integration of Green HRM and Sustainable Leadership creates a cascade effect through the formation of a green organisational culture and increased green employee behaviour, which ultimately drives organisational sustainable performance. However, this research field faces three major challenges: methodological limitations (dominance of cross-sectional designs and self-report data), narrow contextual scope, and conceptual models that have not yet integrated key mediation and moderation variables. It is concluded that the integration of HRM and Sustainable Leadership is a fundamental driver of sustainable organisational performance. Future research agendas need to focus on methodological transformation through longitudinal approaches and multi-source data, contextual expansion across industries and cultures, and enrichment of theoretical models with key variables. The implementation of this agenda will strengthen the theoretical foundation while providing significant practical contributions to the development of sustainable organisations.

**Keywords:** Green Human Resource Management; Sustainable Leadership; Organizational Sustainability

## 1. Introduction

In recent decades, the global organisational paradigm has undergone a significant shift from a purely economic orientation towards sustainability that encompasses economic, social and environmental aspects. Within this framework, the human resources function is no longer merely administrative, but is increasingly embedded as a strategic driver of organisational transformation (Cherep et al., 2022; Hanelt et al., 2021). Practices in Human Resource Management (HRM) are now required not only to manage the workforce efficiently, but also to integrate sustainability values into the entire employee life cycle, from recruitment, development, performance management, to termination (Papademetriou et al., 2025; Uthman, 2024). Meanwhile, Ahsan & Khawaja (2024), and Rosário & Boechat (2025) The concept of Sustainable Leadership has emerged as a leadership style that emphasises long-term vision, ethical responsibility, and the creation of an adaptive organisational ecosystem that is resilient to global challenges. This sustainable leadership is becoming increasingly important amid global pressures related to climate change, social justice, and corporate responsibility (Kanyamukenge & Kagwaini, 2024; Kelvin, 2024).

According to Hatipoğlu & Akduman (2025) dan Gunawan & Mikhail (2025) The integration of Human Resource Management (HRM) and Sustainable Leadership is becoming increasingly relevant because both have the same orientation towards human development and the achievement of organisational sustainability. Sustainability-oriented Human Resource Management (HRM) practices require leadership that is capable of directing values, motivating pro-social and pro-environmental behaviour, and building a culture that supports adaptation and transformation (Maheshwari et al., 2024; Noor et al., 2023). Conversely, sustainable leadership requires a strategic, flexible human resource management system that is aligned with sustainability values in order to realise the long-term vision (Gričnik et al., 2023; Griep et al., 2025; Rosário & Boechat, 2025). However, empirical and conceptual studies that explicitly examine the integration of HRM and sustainable leadership remain fragmented and have yet to produce a comprehensive integrative framework.

Recent research shows that HRM focused on sustainability (e.g. through green HRM or sustainable HRM) has a positive correlation with organisational performance in economic, social and environmental dimensions. For example, a systematic literature review found that sustainable HRM practices can improve organisational performance holistically, but identified many challenges including theoretical and empirical limitations and the dominance of studies in advanced economies (Christina et al., 2025). Similarly, studies on green HRM reveal that transformational leadership or leadership styles that support the environment greatly influence the effectiveness of green HRM implementation (Fitri et al., 2025).

This article is compiled as a systematic literature review that aims to examine the integrative relationship between Human Resource Management (HRM) and Sustainable Leadership. This study is designed to answer two main questions. First, how are the conceptual and practical relationships between HRM and Sustainable Leadership described in global scientific literature? Second, what are the main themes, research gaps, and future research directions identified from the literature on Human Resource Management and Sustainable Leadership? Through the identification, synthesis, and analysis of existing academic findings, this article is expected to not only map the various integrative practices that have been implemented thematically, but also reveal research gaps that need to be explored further.

Ultimately, this systematisation is expected to produce a framework of ‘Integrative Practices and Future Research Directions’ that will enrich academic discourse and make a significant contribution to the formation of a sustainable human resource management model and visionary leadership in the context of modern organisations.

## **2. Literature Review**

### **2.1 Green Human Resource Management, Sustainable Leadership**

Green Human Resource Management (GHRM) Practices is the strategic integration of sustainability principles into the Human Resource Management (HRM) system (Shahzad, 2020; Tatasari & Yulfajar, 2025). Yang & Li (2023), and Suprayitno & Supardi (2024) This concept expands the role of conventional HRM by incorporating environmental responsibility into organisational objectives. In practical terms, GHRM is realised through modifications to various HRM functions, such as green recruitment that prioritises candidates with environmental awareness, continuous training, and performance appraisal and compensation systems that incorporate environmental performance indicators (Bangwal et al., 2025; Faeni et al., 2025; Zahrani, 2024). Essentially, GHRM aims to create an active and environmentally conscious workforce, promote resource efficiency, and build a sustainable organisational culture.

Green Human Resource Management (GHRM) Practices are strategic variables that integrate sustainability principles into HR systems (Allam & Mansour, 2024; Mpunga, 2025). Its implementation includes green recruitment, training, performance management, and compensation that internalises environmental indicators (Ab & Wahyuni, 2023; Gunawan Malau et al., 2024). Its main characteristics are a proactive approach and the integration of sustainability values into the organisational culture (Ayu et al., 2025; Munziar & Hodijah, 2025). The success of GHRM is measured through environmental performance (such as energy efficiency and waste reduction) and employee green behaviour (Borah & Korankye, 2021; Lawter & Garnjost, 2025). Empirical evidence of GHRM implementation can be seen in companies such as Unilever, PT Pertamina, and IKEA, which integrate sustainability metrics into their various human resource processes.

### **2.2 Sustainable Leadership**

Sustainable Leadership is a transformative leadership paradigm that integrates economic, social and environmental principles into strategic decision-making (Purwanto & Ellitan, 2024; Sajjad et al., 2024). The concept of Sustainable Leadership goes beyond regulatory compliance by creating long-term value through a visionary and inclusive approach (Boeske, 2023; Rosário & Boechat, 2025). In practice, Sustainable Leadership manifests itself through the ability of leaders to inspire an authentic culture of sustainability that drives innovation, enhances organisational resilience, and contributes positively to society and the ecosystem (Ahsan & Khawaja, 2024; Ullah Khan et al., 2023). As a forward-looking framework, it balances financial performance with social responsibility and environmental sustainability, forming a solid foundation for sustainable and ethical organisational growth.

Sustainable leadership primarily encompasses visionary thinking, stakeholder inclusivity, and ethical stewardship, with elements that form long-term commitment, intergenerational justice, and organisational resilience (D et al., 2024; Rosário & Boechat, 2025). Its distinctive characteristics are embodied in green transformational leadership and servant leadership, which focus on creating sustainable value through collaboration and

transparency (Achmada et al., 2024; Osama Ahmed et al., 2025). Its implementation is measured through indicators of carbon footprint reduction, talent retention, and green innovation, as reflected in the success story of Unilever's Sustainable Living Plan, which demonstrates how sustainable leadership creates long-term competitive advantage.

### **2.3 Organizational Sustainability**

Organisational sustainability is defined as an organisation's strategic capacity to achieve balanced performance in the three fundamental dimensions of economic, social and environmental sustainability, while maintaining long-term operational continuity (Gomes et al., 2023; Neacșu & Georgescu, 2023). The concept of organisational sustainability goes beyond mere regulatory compliance by integrating sustainability principles into the core of business strategy, operational processes and decision-making (Carlo Cici & Diana D'Isanto, 2013). In the context of this article, Organisational Sustainability is understood as the ultimate outcome of the integration of transformative Human Resource Management practices and sustainable leadership, manifested through increased profitability, fulfilment of social responsibilities, effective management of environmental impacts, and the development of organisational resilience in the face of market dynamics and stakeholder pressures (Assoratgoon & Kantabutra, 2023; Pratiwi et al., 2025).

The implementation of organisational sustainability takes shape through a series of operational practices and initiatives (Ayush Singh, 2024; Ispiryan et al., 2024). The implementation of green manufacturing, the execution of Corporate Social Responsibility (CSR) programmes, and the adoption of the circular economy model are concrete examples of this (Ortiz-Martínez et al., 2023). The success of implementing Organisational Sustainability can then be measured using measurable indicators, such as carbon emission reduction, labour inclusion rates, and the achievement of sustainable profitability (Dauerer, 2025). Empirical evidence from various best practices, such as Unilever's Sustainable Living Plan and Patagonia's circular business model, reinforces the thesis that synergistic integration of the three dimensions of environment, society and economy not only creates long-term value for stakeholders, but also significantly increases the resilience of organisations in the face of market dynamics and global challenges (Assoratgoon & Kantabutra, 2023).

## **3. Material and Method**

Based on the Systematic Literature Review (SLR) protocol, this study was designed to answer research questions through comprehensive and structured identification, evaluation, and synthesis of literature. The search was conducted on indexed databases such as Scopus, Web of Science, and Google Scholar using a combination of keywords related to 'Human Resource Management' and 'Sustainable Leadership' with Boolean operators. From the initial search results for publications from 2021 to 2025, 16,500 documents were obtained, which were then filtered down to 100 relevant documents. After further selection based on open access criteria, 60 documents were selected. Based on their quality and suitability, 10 documents were finally selected as the final sample for in-depth analysis in this study.

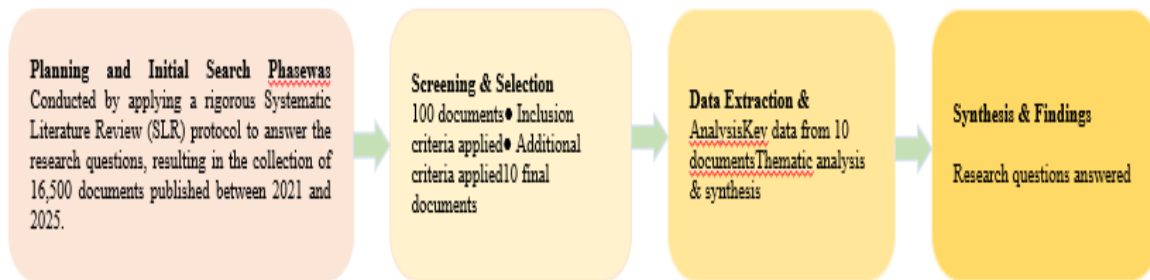
### **3.1 Design Study**

The selection process was conducted in stages using predetermined inclusion and exclusion criteria. Selected studies had to explicitly discuss the integrative relationship between HRM and sustainable leadership, while duplicate and non-journal articles were

excluded. Data from the selected studies were then extracted into a matrix to record key information such as findings, methodology, and context.

### 3.2 Data Analysis

Data analysis utilised thematic analysis and narrative synthesis. Through this approach, key thematic patterns addressing the first question about conceptual and practical relationships could be identified, while critical synthesis revealed research gaps and opportunities for future studies addressing the second question. It is hoped that this review will not only map the existing research landscape but also provide clear direction for future scientific and practical development.



**Figure 1.** Research flow according to researchers 2025

## 4. Result

The following presents the results of data extraction from a number of selected articles that examine the integration between Human Resource Management (HRM) and Sustainable Leadership. This data is summarised systematically to provide a comprehensive overview of the main findings, limitations, and research recommendations identified in the current literature. Through this synthesis, it is hoped that substantive patterns can be identified that will form the basis for the development of academic discourse and organisational practices in this field. The following table groups the extraction results based on article identity, research findings, limitations, and recommendations for future studies.

**Table 1: Article Extraction Result Data**

No	Article Identity	Research Results	Research Limitations	Research Recommendations
1	Nguyen Khanh Hai Tran (2023)	The results of the study prove that Green HRM ( $\beta=0.26$ ) and Green Leadership ( $\beta=0.15$ ) significantly increase Green Work Engagement, with Green Organisational Culture acting as a key mediator. GHRM ( $\beta=0.56$ ) and GL ( $\beta=0.34$ ) also strongly shape green organisational culture, which in turn strengthens the relationship between green	This study utilised a single data source (employees) with a cross-sectional design, thus having the potential for common method bias. The model also only included GOC as a mediator, without	Further research should use longitudinal designs and multiple data sources to reduce bias and test causal relationships more robustly. Other variables such as green participation environment or organisational support could be added to expand the model.

No	Article Identity	Research Results	Research Limitations	Research Recommendations
		practices and work engagement. These findings confirm that the integration of HRM and sustainable leadership creates a green organisational culture that enhances employee motivation and commitment, in line with Social Exchange Theory and Contagion Theory.	considering other factors such as organisational support or employee environmental identity. Furthermore, the research context was limited to the Vietnamese agribusiness industry, thus limiting the generalisability of the results.	Cross-industry and cross-country studies are also important to test the consistency of the model in different contexts. In addition, exploring customer perceptions of organisational green practices could enrich our understanding of the external impacts of green work engagement.
2	Svetlana Bodaci (2025)	Research shows that Human Resource Management (HRM) plays a strategic role in improving sustainable banking performance through the integration of practices such as green recruitment, continuous training, ethical leadership, and ESG-based performance management. Comparative analysis reveals that banks implementing sustainability-oriented HRM such as Canara Bank, Capital One, and maib Bank are able to improve profitability, employee loyalty, and social-environmental reputation	This study is conceptual and qualitative in nature, relying on literature review and geographically limited case studies. Generalisation of the results still needs to be empirically tested in a broader banking context and sector.	Further research should employ empirical and longitudinal approaches, expand the cross-country context, and examine the role of organisational culture and HR digitalisation in strengthening the relationship between HRM and sustainable performance.
3	Wenny Desty Febrian (2025)	Research shows that green training, green behaviour, green leadership, and green organisational culture	This study is descriptive in nature and limited to the	Future research should use an empirical approach, expand the context to the

No	Article Identity	Research Results	Research Limitations	Research Recommendations
		contribute significantly to strengthening Green Human Resource Management (GHRM) in higher education institutions, shaping a green work culture that supports the achievement of green campuses and SDGs.	context of higher education, without empirical testing, so the results cannot be generalised to other sectors.	industrial and public sectors, and add variables such as green recruitment and green compensation to enrich the GHRM model.
4	Kusmiati Zulfa Aulia and Lenny Christina Nawangsari (2023)	Research proves that Green Human Resource Management (GHRM) and Green Transformational Leadership (GTL) have a positive effect on Employee Sustainable Performance (ESP), both directly and through Employee Green Behaviour (EGB) as a mediating variable. GHRM and GTL have been proven to improve employee green behaviour and performance.	This study is limited to the context of higher education with a cross-sectional design, so the results cannot be generalised to other sectors and do not capture long-term effects.	Future research should add variables such as OCBE and cognitive liveliness, expand the context to the industrial sector, and use a longitudinal approach to deepen the results.
5	Neda Azizi, dkk (2022)	Research shows that leadership style, organisational attitudes and culture, as well as bonuses and ergonomics have a significant effect on the sustainable productivity of human resources in the railway sector. Bonuses and ergonomics are the most dominant contributors to productivity improvements.	This study is limited to one railway company in Tehran with a cross-sectional design, so the results cannot be generalised to other sectors or regions.	Further research should expand the context to different industries and countries, add factors such as technology and quality of working life, and use a longitudinal approach for long-term analysis.
6	Saqlain Sher dan Shahid Nawaz (2021)	Research shows that Green Servant Leadership (GSL) has a positive and significant effect on Organisational Sustainability (OS), which encompasses economic, social, and environmental	The study used a cross-sectional design with respondents limited to manufacturing companies in	Further studies are recommended to apply a longitudinal approach, comparing the public and private sectors, and adding other variables such as

No	Article Identity	Research Results	Research Limitations	Research Recommendations
		performance. In addition, Green Human Resource Management (GHRM) has been proven to mediate the relationship between GSL and OS. This means that the implementation of green leadership accompanied by GHRM practices can strengthen organisational sustainability in Pakistan's manufacturing sector	Pakistan, so the results cannot be generalised to other sectors or countries	green innovation or organisational environmental orientation to expand the organisational sustainability model.
7	Qiuxiang Wen, dkk (2021)	Research shows that ethical leadership has a positive effect on employees' innovative behaviour, with Organisation-Based Self-Esteem (OBSE) as a partial mediator and Flexible Human Resource Management (FHRM) as a positive moderator. The combination of these three factors creates a work environment that encourages creativity and continuous innovation.	This study utilised self-reported data and a cross-sectional design in the context of Chinese organisations, so the results cannot be generalised across cultures or time periods.	Future research should use multi-source and longitudinal data, expand the context to other countries or sectors, and add psychological variables such as self-efficacy or intrinsic motivation to enrich the employee innovation model.
8	Theophilus Tshukudu (2021)	The study found that the integration of Human Resource Development (HRD) and Knowledge Management (KM) is crucial to improving the sustainable performance of the public sector in Botswana. HRD plays a role in developing the skills and knowledge of employees, while KM ensures that this knowledge is managed, stored and shared effectively. The	This study uses a qualitative approach based on literature review, thus it does not involve empirical data or field testing. In addition, the study focuses on the context of Botswana's public sector, so the results	Further research is recommended to conduct empirical and cross-country studies to test the effectiveness of HRD–KM integration and develop a model for organisational sustainability implementation.

No	Article Identity	Research Results	Research Limitations	Research Recommendations
		combination of the two enhances innovation, efficiency and competitiveness in public organisations.	cannot be generalised globally.	
9	Afriyadi Cahyadi, dkk (2022)	Research shows that Sustainable Human Resource Management (SHRM) has a positive and significant effect on Organisational Citizenship Behaviour for the Environment (OCBE). This relationship is mediated by employee green commitment and moderated by environmental knowledge. The findings confirm that the implementation of SHRM, which fosters green commitment and increases employee environmental awareness, can strengthen pro-environmental voluntary behaviour in the workplace.	This study utilises cross-sectional survey data from the Jordanian banking sector, so the results cannot be generalised to other sectors. Furthermore, the individual perception approach may introduce subjective bias.	Further research is recommended to use a longitudinal approach to observe changes in OCBE behaviour over time, as well as to apply this model to various industries and countries to test the consistency of the findings. In addition, it is recommended to add variables such as green leadership or organisational climate so that the conceptual model of the relationship between SHRM and OCBE becomes more comprehensive and relevant in the context of diverse organisations.
10	Ali Saadoon Algharrawi alsuwaid et al (2024)	This study identifies six main themes that form the framework for integration between Human Resource Management and Green Leadership. The six themes include effective communication for the dissemination of sustainability values, environmental skills development, transformation	This study has several significant limitations. The scope of the study, which was limited to the textile and leather industries in Baghdad, restricts the	For further research, several development agendas are recommended. The main priority is to test this model quantitatively with a broader and more diverse sample. It is also necessary to expand the research context to different

No	Article Identity	Research Results	Research Limitations	Research Recommendations
		towards green organisations, implementation of sustainable development, inspirational green leadership practices, and strengthening green motivation. These findings reveal the complexity and multidimensionality of the integration of these two concepts in an organisational context.	generalisability of the findings. The qualitative approach used also does not allow for the establishment of causal relationships between variables, while the relatively small sample size and reliance on perceptual data limit the depth of analysis.	industries and geographical regions, as well as to develop longitudinal studies to analyse causal relationships. The exploration of mediating and moderating variables, as well as cross-cultural studies, are other potential avenues for development to enrich academic understanding in this field.

Based on a synthesis of ten recent studies, it can be concluded that the integration of Human Resource Management (HRM) practices and sustainable/green leadership is a key driver of sustainable organisational performance. Consistent findings reveal that Green Human Resource Management (GHRM) and Green Leadership not only have a direct impact, but also shape Green Organisational Culture and encourage Employee Green Behaviour, which ultimately increases Green Work Engagement, Sustainable Performance, and the achievement of Organisational Sustainability (Aulia & Nawangsari, 2023; Sher & Nawaz, 2021; Tran, 2023). These findings reinforce the propositions of Social Exchange Theory and Contagion Theory, whereby the exchange of values and the spread of sustainability norms from leaders to employees through the HR system creates a positive cycle for organisational sustainability.

However, this research map still leaves several crucial methodological limitations. The majority of studies still rely on cross-sectional designs and self-reported data from a single source, which has the potential to cause common method bias and limit causal inference (Aulia & Nawangsari, 2023; Sher & Nawaz, 2021; Tran, 2023). The narrow contextual scope, such as being limited to specific industries (textiles, banking, agribusiness, manufacturing) and specific geographical areas (Vietnam, Pakistan, Baghdad, Botswana), also limits the generalisation of findings. Some studies are still conceptual or qualitative in nature without adequate empirical support (Bodaci, 2025; Tshukudu, 2021), However, the models developed often do not include key mediating and moderating variables, such as organisational support, green innovation, or environmental knowledge.

Based on the identification of gaps, the future research agenda includes four strategic directions: (1) methodological transition to a longitudinal approach and multi-source data for causal validity; (2) expansion of the research context across industries, sectors, and cultures; (3) enrichment of conceptual models with the integration of mediation and moderation

variables; and (4) exploration of the external impact of green practices on corporate reputation. The implementation of these directions will strengthen the theoretical foundation while providing practical contributions to the development of sustainable organisations.

The literature synthesis identifies three main obstacles in the study of HRM and Sustainable Leadership integration. First, methodological limitations due to the dominance of cross-sectional designs and self-report data, which have the potential to cause bias and hinder causal inference. Second, a narrow contextual scope with a focus on specific industries and regions limits the generalisation of findings. Third, the incompleteness of conceptual models, where many studies have not integrated key mediating and moderating variables such as organisational support, green innovation, and environmental knowledge. These three obstacles are interrelated and form a comprehensive challenge. Future research needs to address methodological limitations through longitudinal and multi-source data approaches, expand the contextual scope across industries and cultures, and enrich conceptual models with relevant mediating and moderating variables.

## **5. Discussion**

Based on a synthesis of ten recent studies, the integration of Green Human Resource Management (GHRM) and Sustainable Leadership has been proven to be a fundamental driver of sustainable organisational performance through the mechanisms of forming a green organisational culture and increasing pro-environmental behaviour among employees (Esponda Perez et al., 2025; Li & Li, 2025). These findings reinforce the validity of the theoretical frameworks of Social Exchange Theory and Contagion Theory, which explain how the exchange of sustainability values and the spread of environmental norms between leaders and employees create a positive cycle within organisations. (E-Vahdati et al., 2023; Gusmerotti et al., 2023). However, the consistency of these findings faces three major methodological challenges: the dominance of cross-sectional approaches, reliance on potentially biased self-report data, and limited contextual scope to specific industries and geographical regions.

More deeply, analysis of existing research maps reveals substantive limitations in conceptual aspects. The majority of research models have not integrated key mediation and moderation variables such as organisational support, green innovation, and environmental knowledge, leaving gaps in understanding the mechanisms underlying the relationship between sustainable HRM practices and organisational outcomes (Ahmed et al., 2023). This gap is exacerbated by a tendency for research to concentrate on the manufacturing and financial services sectors in developing countries, thereby neglecting the contextual variations that may arise in the public sector or knowledge-based industries.

Based on the identification of these gaps, the future research agenda requires methodological transformation through the application of longitudinal designs and multi-source data collection to minimise common method bias and establish more robust causal relationships in the HRM and sustainable leadership integration model. Furthermore, contextual expansion is needed through comparative studies across industries, sectors, and cultures to test the external validity of the model and identify contextual variations that influence the dynamics of the relationship between HRM practices and sustainable leadership (Tran, 2023).

At the conceptual level, model enrichment through the integration of mediating variables such as green organisational identity and green psychological climate (Erbasi, 2022),

as well as moderating variables such as regulatory pressure and digital HRM adoption, are strategic steps to refine our understanding of the complex relationship between GHRM and sustainable leadership. Exploring the external impacts of organisational green practices, such as consumer perceptions and corporate reputation, will also open up new dimensions in the literature, which has so far focused on internal outcomes.

Holistically, the implementation of this research agenda will not only strengthen the theoretical foundation but also provide significant practical contributions through the development of an implementation framework that can be adopted by organisations in building sustainable HR systems. By addressing the methodological, contextual, and conceptual challenges identified, research in this field is expected to produce original contributions that meet publication standards while encouraging organisational transformation towards authentic and measurable sustainability.

## **6. Conclusion, Implication, and Recommendation**

A literature synthesis confirms that the integration of Green Human Resource Management (GHRM) and Sustainable Leadership creates a cascade effect through the formation of a green organisational culture and an increase in pro-environmental employee behaviour, which ultimately drives the organisation's sustainable performance. However, these findings are overshadowed by three fundamental challenges: methodological limitations due to the predominance of cross-sectional designs, narrow contextual scope, and conceptual models that have yet to integrate key mediation and moderation variables. Therefore, the futuristic research agenda demands methodological transformation towards a longitudinal approach, contextual expansion across industries and cultures, and theoretical model enrichment. This transformation is crucial to strengthen the scientific foundation and practical relevance of this field.

This study makes a major theoretical contribution by integrating Social Exchange Theory and Contagion Theory to analyse integration mechanisms, while identifying three critical dimensions of research gaps: methodological, contextual, and theoretical. However, the generalisation of findings is limited by the tendency of existing literature to rely on self-report data and focus on specific industrial and geographical contexts. These limitations, coupled with the incompleteness of existing conceptual models, highlight the need for a more rigorous and comprehensive approach in future research to fully uncover the causal mechanisms underlying the synergy between HRM and sustainable leadership.

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