HUMAN RESOURCES POLICIES AND PRACTICES IN THE SUSTAINABILITY CONTEXT: LITERATURE REVIEW

POLÍTICAS E PRÁTICAS DE GESTÃO DE RECURSOS HUMANOS NO CONTEXTO DA SUSTENTABILIDADE: REVISÃO DA LITERATURA

POLÍTICAS Y PRÁCTICAS DE GESTIÓN DE RECURSOS HUMANOS EN EL CONTEXTO DE LA SOSTENIBILIDAD: REVISIÓN DE LA LITERATURA

ABSTRACT

Objective: Analyze the current state of national and international scientific articles in the area of Administration on Human Resource Management (HRM) policies and practices within the context of sustainability, published between 2000 and 2020, with the aim of identifying future research directions and proposing research agendas for the academic field.

Methodology: This study adopted a systematic literature review with qualitative analysis. 161 articles were identified and, after applying exclusion criteria, a final sample consisting of 45 articles published in international journals was obtained for the review.

Results and conclusions: The results indicate that Green Human Resource Management (Green HRM) is the most common in the Sustainable HRM literature. It was also identified that "Recruitment and selection", "Training, development and education" and "Compensation and rewards" are the most cited policies in the literature. However, "Working conditions" is less frequent in articles.

Originality: This article has a time frame that covers the first two decades of a century of major transformations in organizations at a global level, which impacted the way in which Human Resource policies and practices are perceived, and for suggesting the need for research that explore the impact of Sustainable HRM on the ESG (environmental, social and governance) agenda of companies and on attracting and retaining professionals from new generations.

Limitations: The final sample does not contain articles published in national journals and, in addition, 22 articles had to be excluded from the sample due to restricted access.

Keywords: Human Resources. Human Resources Policies and Practices. Sustainability. Literature Review.

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RESUMO

Objetivo: Analisar o estado atual da produção científica nacional e internacional na área de Administração sobre políticas e práticas de Gestão de Recursos Humanos (GRH) no contexto da sustentabilidade, publicada entre 2000 a 2020, com o intuito de identificar direções futuras para o campo e propor agendas de pesquisa.

Metodologia: Este estudo adotou uma revisão sistemática da literatura com análise qualitativa. Foram identificados 161 artigos e, após aplicar critérios de exclusão, obteve-se, para a revisão, uma amostra final composta de 45 artigos publicados em periódicos internacionais.

Resultados e conclusões: Os resultados indicam que a Gestão de Recursos Humanos (GRH) Verde é a mais comum na literatura da GRH Sustentável. Identificou-se, ainda, que "Recrutamento e seleção", "Treinamento, desenvolvimento e educação" e "Remuneração e recompensas" são as políticas mais citadas na literatura. Entretanto, "Condições de trabalho" possui menor frequência nos artigos.

Originalidade: Este artigo possui uma delimitação temporal que abrange as primeiras duas décadas de um século de grandes transformações nas organizações a nível global, o que impactou no modo como as políticas e práticas de Gestão de Recursos Humanos são percebidas, e por sugerir a necessidade de pesquisas que explorem o impacto da GRH Sustentável na agenda ESG (ambiental, social e governança) das empresas e na atração e permanência de profissionais de novas gerações.

Limitações: A amostra final não contém artigos publicados em periódicos nacionais e, além disso, 22 artigos tiveram que ser excluídos da amostra por serem de acesso restrito.

Palavras-chave: Gestão de Recursos Humanos. Políticas e Práticas de Gestão de Recursos Humanos. Sustentabilidade. Revisão de Literatura.

RESUMEN

Objetivo: Analizar el estado actual de los artículos científicos nacionales e internacionales en el área de la Administración sobre políticas y prácticas de Gestión de Recursos Humanos (GRH) en el contexto de la sustentabilidad publicados del año 2000 al 2020 para señalar el futuro de los estudios en este campo académico y proponer agendas de investigación.

Metodología: Este estudio adoptó una revisión sistemática de la literatura con análisis cualitativo. Se identificaron 161 artículos y, luego de aplicar criterios de exclusión, se obtuvo para la revisión una muestra final compuesta por 45 artículos publicados en revistas internacionales.

Resultados y conclusiones: Los resultados indican que la Gestión Verde de Recursos Humanos (GRH Verde) es la más común en la literatura sobre GRH Sostenible. También se identificó que "Reclutamiento y selección", "Capacitación, desarrollo y educación" y "Remuneración y Compensación" son las políticas más citadas en la literatura. Sin embargo, "Condiciones de trabajo" es menos frecuente en los artículos.

Originalidad: Este artículo tiene una delimitación temporal que abarca las dos primeras décadas de un siglo de grandes transformaciones en las organizaciones a nivel global, que impactaron la forma en que se perciben las políticas y prácticas de Gestión de Recursos Humanos, y por sugerir la necesidad de investigaciones que exploren el impacto de la GRH Sostenible en la agenda ESG (ambiental, social y de gobernanza) de las empresas y en la atracción y retención de profesionales de nuevas generaciones.

Limitaciones: La muestra final no contiene artículos publicados en revistas nacionales y, además, 22 artículos tuvieron que ser excluidos de la muestra por acceso restringido.

Palabras clave: Gestión de Recursos Humanos. Políticas y Prácticas de Gestión de Recursos Humanos. Sostenibilidad. Revisión de literatura.

INTRODUCTION

Since the beginning of the 21st century, organizations have sought new business and management models in response to technological advancements, global competition, the need for constant innovation, worsening environmental and social crises, and socioeconomic, geopolitical, and demographic changes (WEF, 2020). However, the COVID-19 pandemic accelerated

discussions about the importance of rethinking business management in the context of sustainability (Nicolletti et al., 2020).

It is also observed that the pandemic accelerated ongoing transformations, such as the Low-Touch Economy. This model seeks ways to manage the economy through social distancing and indicates changes in production and consumption due to shifts in organizational behavior, which had to adapt to new consumption and work habits (Amitrano et al., 2020; Bausch et al., 2021).

In response, organizations adopted measures such as flexible work models, including remote and/or hybrid work. However, this new way of working brought impacts to organizations, increasing concerns about productivity, well-being, and the adoption of measures to create a sense of community, connection, and belonging among professionals. The more complex and impactful these changes are in the organizational context, the greater the challenge of managing people to meet the diverse needs of workers (Society for Human Resource Management, 2020), intensifying demands for the Human Resource Management (HRM) function.

Amorim, Comini, and Fischer (2019) argue that the HRM function has become increasingly less procedural, seeking to introduce trends that help align business with innovation and people. As there has been growing pressure in recent years for organizations to become more sustainable in their development, there is an increasing search for HRM policies and practices that consider both economic results and social and environmental impact (Teixeira et al., 2021).

Although HRM in the context of sustainability is a new field of study, it is already considered the evolutionary stage of Strategic Human Resource Management (SHRM) in the literature and organizational practices (Kramar, 2022). The literature indicates that its practices are the basis for developing a continuous competitive advantage for organizations and that they assume an explicit moral position, requiring a multidisciplinary approach (Aust et al., 2020; Bombiak, 2019; Ehnert et al., 2016; Kramar, 2014).

Thus, given that HRM in the context of sustainability is a new field of study and does not present homogeneous literature (Kramar, 2014; Randev & Jha, 2019), there is room to accumulate and deepen knowledge about HRM policies and practices in this context. Therefore, the following guiding research question was formulated: What are the approaches, trends, and gaps present in national and international studies on HRM policies and practices in the context of sustainability, and what possibilities open up for future investigations in this field? To answer this question, this work aims to analyze the current state of national and international studies in the field of Administration on HRM policies and practices published in the context of sustainability between 2000 and 2020. Although the analysis period of this study ends in 2020, its contribution to advancing literature remains relevant and current. This is due to three main aspects. First, the review proposes a systematic reading of the first two decades of the 21st century, a period marked by profound institutional, organizational, and socio-environmental transformations on a global scale. This timeframe allows for an understanding of the foundations and evolution of People Management (PM) policies and practices in the context of sustainability, offering a solid baseline for comparative analyses with emerging trends in the post-2020 period.

Second, unlike previous studies such as Renwick et al. (2013) and Kumar et al. (2020), this work adopts a specific theoretical framework based on the four forms of Sustainable HRM proposed by Aust et al. (2020). This framework allows for a more precise categorization of the empirical and theoretical contributions of the field, illuminating aspects that remain diffuse or under-debated in broader reviews.

Finally, the study seems to capture the literature's initial responses to the changes brought about by the Covid-19 pandemic and the advancement of ESG agendas and the Sustainable Development Goals (SDGs), which began to consolidate as strategic drivers in many organizations in this new decade. Thus, rather than representing a dated snapshot, the analyzed period serves as an inflection point for understanding how the field of sustainable HRM has been shaping up.

In this sense, the results of this review do not aim to exhaust the debate but to offer a critical and structured basis for future research, including those covering the post-2020 period, identifying ruptures, continuities, and new directions in the field.

As methodology, a flow for article searches was outlined, defining the keywords to be used, the databases, and the initial prerequisites. A total of 161 articles were identified, and after applying exclusion criteria, a final sample of 45 international journal articles was obtained for the literature review. The results indicate that Green Human Resource Management (Green HRM) is the most common in Sustainable HRM literature. Additionally, it was concluded that "Recruitment and selection," "Training, development, and education," and "Compensation and rewards" are the most cited HRM policies in the literature, while "Working conditions" is the least cited in the articles.

Based on the results, it is suggested that future research explore the impact of Sustainable HRM on the ESG (environmental, social, and governance) agenda of companies and on the attraction and retention of professionals from new generations. It is expected that this review will contribute, in academic terms, to deepening the discussions. From a practical perspective, the aim is to provide support for organizations to align their people management policies and practices with the contemporary challenges of sustainability, strengthening their strategic performance in the face of social, environmental, and generational demands.

This article consists of five sections, the first being this introduction. The next section presents the theoretical foundation. Subsequently, the method is described. The fourth section presents the results and discussion. Finally, the conclusions are presented.

THEORETICAL FOUNDATION

Strategic Human Resource Management (SHRM) emerged in the late 1970s as a way to manage employees in an environment of instability and major transformations and became one of the most popular HRM approaches. Thus, it linked HRM policies and practices to achieving organizational results and performance, primarily in financial and market terms. However, a new way of managing people emerged, recognizing the impact of HRM policies on human and financial results (Kramar, 2014).

This new approach refers to Sustainable HRM, which can be defined as the adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals, with an impact inside and outside the organization and over the long term, while controlling unintended side effects and negative feedback (Ehnert et al., 2016). Kramar (2014) argues that HRM policies and practices play an important role in achieving these financial, social, and ecological goals, as, when synchronized with business strategy, they influence organizational performance (Demo et al., 2018).

HRM policies and practices can be interpreted in various ways. One perspective views HR policies as guidelines, objectives, or intentions for HRM, while practices are the actual techniques, actions, and processes used to implement them in day-to-day business (Boon et al., 2019; Wright & Boswell, 2002). Within the scope of this article, HRM policies are understood as theoretical and practical constructions in the treatment of human relations in organizations with the aim of achieving desired results. Thus, they serve as guides for thought and action for HRM practices, with these practices being related to habits, actions, or activities that compose the policies (Demo et al., 2018).

HRM policies and practices are designed to help develop a mindset and actions to achieve corporate sustainability (Genari & Macke, 2022). Studies indicate that HRM policies and practices can facilitate the achievement of Sustainable HRM objectives and impact organizational competitiveness, resulting in greater efficiency, cost reduction, talent retention, and improved productivity, among other tangible benefits. However, there is still no consensus in the literature on

the actual effectiveness of this in achieving a corporate culture focused on sustainability (Ahmad, 2015; Aust et al., 2020).

The way HR policies are implemented varies according to each organization, and significant differences may exist between promulgated policies and how they unfold in practice (Gerhart et al., 2000). Table 1 defines universal HRM policies (Gerhart et al., 2000) according to Demo et al. (2018) and indicates practices in the context of sustainability, as per Tironi & Vasconcelos (2022).

Table 1

HR Policies and Practices in the Context of Sustainability

HR POLICIES	DEFINITION	PRACTICES IN THE CONTEXT OF SUSTAINABILITY
Recruitment and Selection	Theoretical and practical conceptions for seeking employees, encouraging them to apply and selecting them, aiming to align values, interests, expectations, and competencies of the individual with the characteristics and demands of the position and the organization.	Practices for recruiting and selecting minority groups; Transparent selection process; Selection process using bias-free instruments; Rehiring; Internal utilization.
Engagement	Theoretical and practical conceptions to create an affective bond with employees, contributing to well-being in terms of recognition, relationships, participation, and communication.	Participation of professionals at all hierarchical levels in decision-making; Open, flexible, and direct communication between managers and workers; Regular feedback practices; Collective negotiations; Supportive culture.
Training, Development, and Education	Theoretical and practical conceptions to provide employees with the systematic acquisition of competencies and to stimulate continuous learning and knowledge production.	Training programs; Volunteer programs; Internal education programs; Internal social investments; Mentoring; Leadership development for sustainability.
Working Conditions	Theoretical and practical conceptions to provide employees with good working conditions in terms of benefits, health, safety, and technology.	Equity and equality; Inclusion and diversity; Anti-corruption practices; Anti-harassment practices; Adequate work environment; Safe working conditions; Fair working hours; Encouragement of exercise and/or healthy eating; Attention to employees' physical and mental health; Work-life balance.
Performance and Competency Evaluation	Theoretical and practical conceptions to evaluate employee performance and competencies, supporting decisions on promotions, career planning, and development.	Transparency and clarity of roles and responsibilities; Competency-based performance evaluation; Career promotion policies; Career development plan; Career counseling; Practices for incorporating socio-environmental indicators.
Compensation and Rewards	Theoretical and practical conceptions to reward employee performance and competencies in terms of remuneration and incentives.	Fair remuneration; Salary equity; Profit-sharing; Bonuses and awards; Recognitions; Variable remuneration.

Source: Adapted from Tironi & Vasconcelos (2022).

Aust et al. (2020) indicate that the literature on Sustainable HRM can be classified into four types: Socially Responsible HRM, Green HRM, Triple Bottom Line HRM, and Common Good HRM. Table 2 details each type.

Table 2

Classification of Sustainable HRM Types

TYPES OF SUSTAINABLE HRM	ORGANIZATIONAL PERSPECTIVE (OBJECTIVE)	INPUTS	POLICIES AND PRACTICES	OUTPUTS
Type 1 – Socially Responsible HRM	Inside-out - Economic and social purpose (as long as it serves the economic purpose)	Create awareness of the impact of business on people beyond organizational and current time limits.	Commitment, practices, strategies, and culture of socially responsible HRM. Ex: Health and well-being initiatives.	Economic and social values. Ex: Enhanced organizational social reputation and employer attractiveness.
Type 2 – Green HRM	Inside-out - Economic and environmental purpose (as long as it serves the economic purpose)	Incorporate green values throughout the organization; implement green practices in the workplace.	Commitment, practices, strategies, and culture of green HRM. Ex: Green recruitment, green training, and green rewards.	Economic and ecological values. Ex: Increased employee engagement with carbon footprint reduction.
Type 3 – Triple Bottom Line HRM	Inside-out - Economic, environmental, and social purpose (the latter two only if they serve the economic purpose)	Use HRM competencies, knowledge, and attitudes to create situations where everyone benefits.	Commitment, practices, strategies, and cultures that allow contributions to Corporate Sustainability and sustainable HRM.	Triple result. Ex: Intergenerational management (green), knowledge and skills transfer to future generations (economic sustainability), and improved self-esteem and well-being of older workers (social sustainability).
Type 4 – Common Good HRM	Outside-in	Use competencies, knowledge, and attitudes to contribute to the common good and help solve "grand challenges," such as climate change, corruption, and poverty.	Practices and commitments of HRM that improve common good values. Ex: Reliable labor relations.	Impact on sustainable social and ecological development. Ex: Decent working conditions in supply chains, job creation, and economic democracy.

Fonte: Traduzido e adaptado de Aust et al. (2020).

Types 1, 2, and 3 have an inside-out organizational perspective, focusing on the business itself, while in type 4, organizations have an outside-in perspective, aiming to contribute positively to overcoming sustainability issues and serving the common good. In the outside-in perspective, companies use their resources, competencies, and experiences to address societal challenges (Dyllick & Muff, 2016).

Aust et al. (2020) argue that type 3, which seeks to maximize and balance economic, environmental, and social organizational objectives, is the most common conceptualization of Sustainable HRM. However, due to growing criticism of current Sustainable HRM models and increased interest in the outside-in perspective, type 4, Common Good, is beginning to be considered, as it assumes that organizations are responsible for effectively contributing to solving the sustainability challenges faced collectively.

Thus, Sustainable HRM is considered the evolution of SHRM, with its main difference being the recognition of tensions and contradictions between the economic, social, and environmental results of organizations, in addition to promoting the idea of stakeholders working together to achieve goals that go beyond the financial objectives of organizations, such as the 2030 Agenda for the Sustainable Development Goals (SDGs) (Kramar, 2022).

Although the analysis of major challen-

ges and the establishment of ambitious goals are important steps, effectively contributing to the SDGs requires the active support of business organizations, which must adopt HRM policies and practices aimed at achieving these objectives worldwide (Aust et al., 2024).

With this, the growing pressures on HR managers to improve the financial performance of organizations while minimizing negative impacts on social and environmental contexts make the adoption of Sustainable HRM policies and practices urgent. In this way, managers can contribute to organizational sustainability while also obtaining, developing, retaining, and maintaining lasting access to skilled workers in the future (Randev & Jha, 2019).

METHOD

Guided by the objective of analyzing the state of national and international studies on HRM policies and practices in the context of sustainability published between 2000 and 2020 to point out the future of studies in this academic field and propose research agendas, this descriptive-level research adopted a systematic literature review with a qualitative approach and content analysis. This review was conducted methodologically and replicably to minimize subjectivity. The steps are: delimiting the research question; choosing data sources; selecting keywords for the search (strings); searching and storing results; selecting articles according to inclusion and exclusion criteria; extracting data from selected articles; evaluating articles; and synthesizing and interpreting data (Costa & Zoltowski, 2014).

Thus, scientific articles from the field of Administration published in English and/or Portuguese on HRM policies and practices in the context of sustainability were sought, covering the period from 2000 to 2020. For the search of national literature, the Portal de Periódicos da Capes was initially chosen, as it is one of the largest scientific collections in Brazil (Portal de Periódicos da Capes, 2022), and the Scientific Periodicals Electronic Library (Spell), as it is an indexer and research tool that gathers national scientific pro-

ductions in the fields of Administration, Accounting, and Tourism (Anpad Spell, 2022).

For the international literature, the databases initially chosen were Scopus, which is the largest database of abstracts and peer-reviewed citations (Elsevier, 2022), and the main collection of Web of Science, a global citation database independent of publishers (Clarivate, 2022). In the Scopus database, the search was refined by article title and in the areas of Business, Management, and Accounting. In Web of Science, the search was conducted by title, and from the results, it was filtered by Research Areas in Business Economics.

For the search of national articles in Portuguese in both the Capes Portal and Spell, the search string in Portuguese was used ("gestão de recursos humanos" OR "recursos humanos" OR "gestão de RH" OR "gerenciamento de RH" OR "políticas e práticas de RH" OR "políticas de RH" OR "práticas de RH" OR "políticas de recursos humanos" OR "práticas de recursos humanos") AND (sustentabilidade OR sustentável). However, no results were found in either database. Therefore, the search was redone using the English string but filtering for the Portuguese language. It is noteworthy that the term "gestão de pessoas" was not used in the string, as it was decided to use terms more commonly used in North American literature.

The same string [("human resources management" OR "human resources" OR "HR management" OR "human resources policies" OR "human resources practices" OR "HR policies" OR "HR practices") AND sustain*) OR "green human resources management"] was used for both national and international articles, with a filter for the Portuguese language for national articles. Regarding national literature, 1 result was obtained in the Web of Science database and none in Scopus. For international literature, 146 results were obtained in Scopus and 14 in Web of Science, totaling 160 international articles. All results were organized in folders in Mendeley, a free reference manager that allows users to store, organize, and annotate.

Figure 1 illustrates the mapping and selection of articles, indicating the 3 exclusion stages, with their initial criteria based on the reading of the title and abstract: a) language and open access; b) relevance to the research topic and having as its central theme HRM policies and/or practices in the context of sustainability; c) duplicate articles and retracted articles. In the next stage, after reading the full text, it was ensured that the article was related to HRM policies and practices in the context of sustainability.

Figure 1
Literature mapping and selection
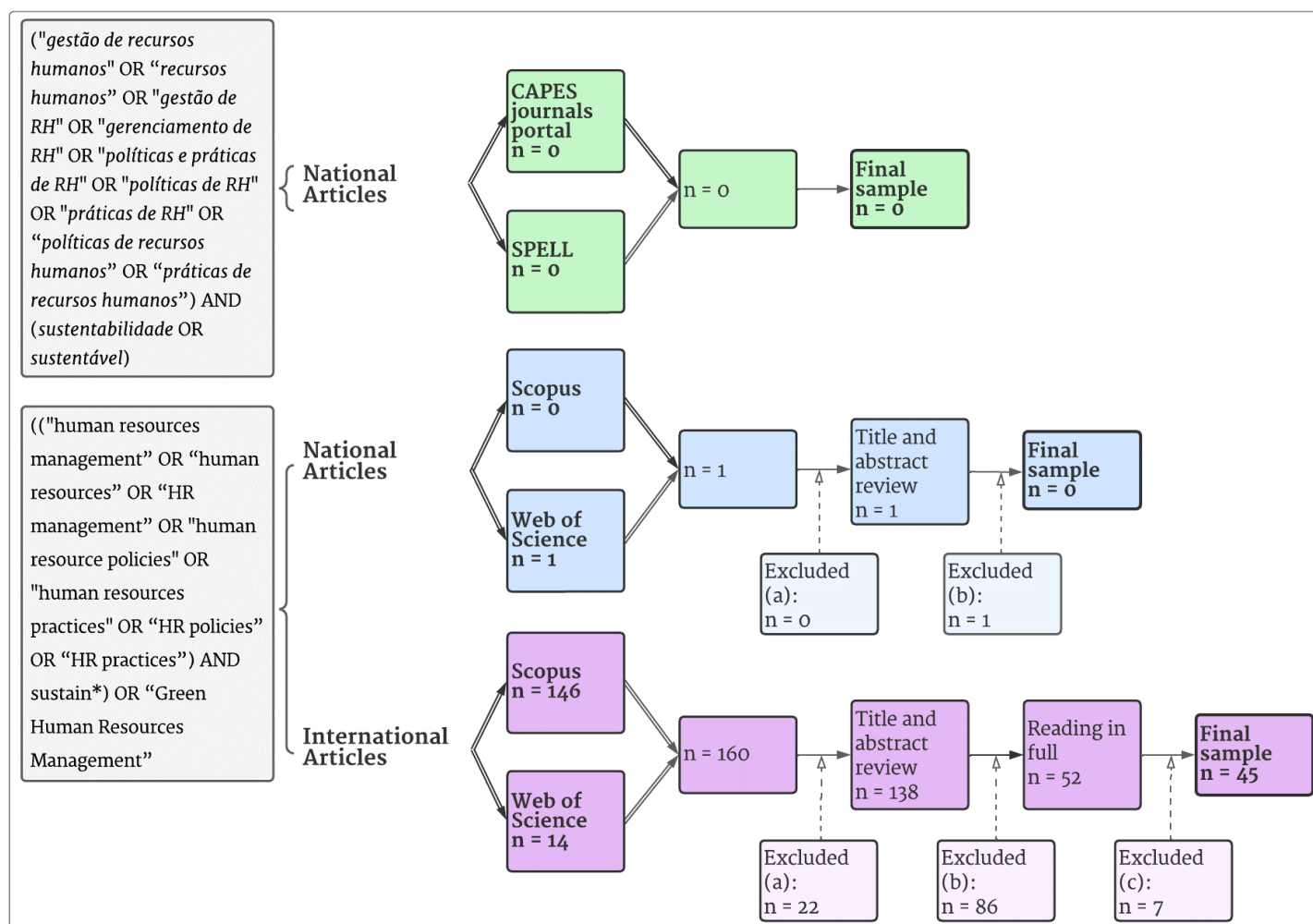
Source: The authors.

It is noteworthy that the only national article found was excluded in stage b because its central theme was not HRM policies and/or practices in the context of sustainability, but rather generic socio-environmental issues of companies in the electrical sector traded on the stock exchange (Oliveira et al., 2020). Additionally, 22 articles had to be excluded from the sample due to restricted access.

Thus, a final sample of 45 international articles was obtained. These 45 articles were read in full, and their data composed a literature map using the free online version of Microsoft Excel, recording: the journal title, DOI, article title, year of publication, authors, affiliated institution, article nature, research object, research nature, research strategy, analysis method, main conclusions, and contributions. From there, to analyze the data and present the results, the following categories were chosen: (1) journals, (2) year of publication, (3) main authors, (4) article nature,

research nature, and research strategy, (5) HRM policies and practices in the context of sustainability, (6) Recommendations for future studies on Sustainable HRM policies and practices.

## RESULTS AND DISCUSSION

1. Journals

A total of 31 journals were identified, all international. Among these, the three that published the most were Corporate Social Responsibility and Environmental Management and The International Journal of Human Resource Management, with 4 articles each, and Journal of Cleaner Production, with 3 articles. It is noteworthy that Journal of Cleaner Production concentrated

2 of these articles in 2017, and Corporate Social Responsibility and Environmental Management concentrated 2 in 2019 and 2 in 2020.

2. Year of publication

Figure 2 presents the number of articles published per year. The graphical representation begins in 2008, as it is the year of the first article in the final sample. Additionally, there is a growing increase in publications over the years, especially in 2019 and 2020. This trend aligns with the findings of Aust et al. (2020), who argue that in the last decade, there has been a growing increase in researchers' interest in the topic of Sustainable HRM.

Figure 2
Number of articles published per year
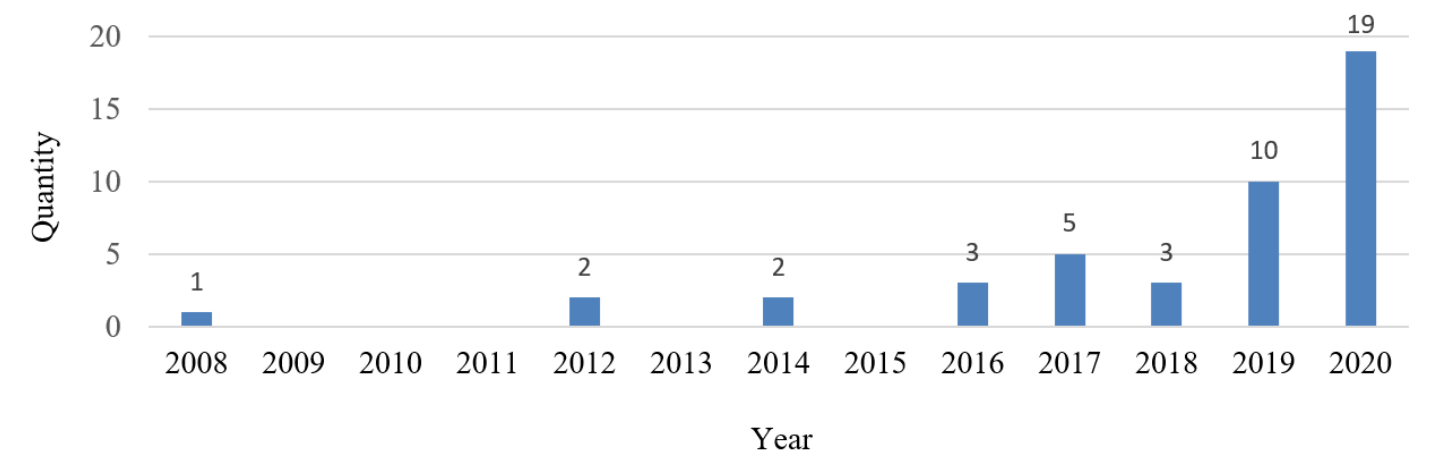
Source: Research data.

3. Main Authors

It was observed that the most frequent authors or co-authors were Jorge Henrique Caldeira de Oliveira, Wesley Ricardo Souza Freitas, and Charbel José Chiappetta Jabbour, who appear in 3 articles, and Edyta Bombiak, Richa Chaudhary, Choo Wei Chong, Md Asadul Islam, Amer Hamzah Jantan, Venkatesh Mani, Nelson Oliveira Stefanelli, Adriano Alves Teixeira, Jing Yi Yong, and Yusmani Mohd Yusoff, who participated in 2 articles.

It is noteworthy that, although no national articles were found, 5 of the 14 most frequent authors or co-authors are Brazilian. Thus, it is inferred that this may have occurred due to researchers' lack of interest in publishing about

Sustainable HRM in national journals, either because they believe their work will be more valued and have greater reach in international journals, or because the theme is still little recognized by Brazilian journals. This is because the association between HRM and sustainability is recent in Brazil, with the first publications on the topic appearing in national journals from 2006 onwards (Freitas et al., 2013).

4. Article Nature, Research Nature, and Research Strategy

Regarding the nature of the article, 84% were classified as theoretical-empirical and 16% as theoretical. Thus, it is inferred that there is an effort to conduct field research, as it is an evol-

ving area. Regarding the nature of the research, Figure 3 shows a certain balance in the number of qualitative (38%) and quantitative (49%) articles. However, only 13% of the articles are multi-method, integrating both qualitative and quantitative data analysis. The lower frequency, according to Creswell (2015), may indicate that, although the multi-method nature has gained strength throughout the 21st century, it still does not surpass the other two types.

The most used research strategy was the pure survey, with 58% of the articles in the final sample, evidencing the predominance of the survey strategy over the other strategies raised. These, in turn, include interviews, theoretical essays, documentary research, case studies, multi-case studies, and literature reviews.

5. HRM Policies and Practices in the Context of Sustainability

Based on the typology of Sustainable HRM by Aust et al. (2020) and the HRM policies and practices in the context of sustainability described by Tironi & Vasconcelos (2022), an attempt was made to identify the predominant approaches in the articles. The analysis allows us to indicate that: Of the 7 theoretical articles found, 57% were of the Green HRM type and 43%, Triple Bottom Line HRM. When analyzing the articles of this nature, according to the classification of HRM policies and practices in the context of sustainability by Tironi & Vasconcelos (2022), all addressed, in combination or not, "Recruitment and selection," "Training, development, and education," "Performance and competency evaluation," and "Compensation and rewards." Additionally, 43% addressed "Engagement" and 57%, "Working conditions." Furthermore, no theoretical article addressed a single HRM policy in isolation, and 29% addressed all 6 policies indicated in Figure 1, including "Engagement" and "Working conditions."

Regarding the 38 theoretical-empirical articles, it was observed that 5% were predominantly of the Socially Responsible HRM type, 66% of the Green HRM type, 18% of the Triple Bottom Line HRM type, and 11% of the Common Good HRM type. Regarding the Common Good HRM

type, the works of Freitas et al. (2012) and Alcaraz et al. (2019) can be cited.

Regarding the frequency of policies addressed in the theoretical-empirical articles, the following frequency was observed: "Training, development, and education" (89%), "Recruitment and selection" (82%), "Compensation and rewards" (82%), "Performance and competency evaluation" (74%), "Engagement" (50%), and "Working conditions" (26%). Among the theoretical-empirical articles, it was identified that 11% tested a single policy, namely: "Engagement" (3%), "Working conditions" (3%), and "Training, development, and education" (5%). Additionally, 21% of the articles worked together the 4 most cited practices ("Training, development, and education," "Recruitment and selection," "Compensation and rewards," and "Performance and competency evaluation"), 24% the 5 most frequent ("Training, development, and education," "Recruitment and selection," "Compensation and rewards," "Performance and competency evaluation," and "Engagement"), and 13% addressed all 6 practices together.

The fact that the policies "Recruitment and selection," "Training, development, and education," and "Compensation and rewards" are the most frequent in the articles corroborates the research of Randev and Jha (2019), who state that they are the current focus of Sustainable HRM, and with authors such as Zibarras and Coan (2015) and Guerci et al. (2016), whose findings indicate that these three policies are effective for environmental performance.

Authors such as Chaudhary (2019), Ghouri et al. (2020), and Mousa and Othman (2020) argue that "Recruitment and selection," "Training, development, and education," "Performance and competency evaluation," and "Compensation and rewards" are positively related to environmental performance. However, for other authors, such as Ahmed et al. (2019) and Masri and Jaaron (2017), "Training, development, and education" is one of the policies that least affect environmental sustainability. On the other hand, for Jerónimo et al. (2020), employees tend to be indifferent to "green" compensation and rewards, which may cause collateral damage and undermine employees' intrinsic motivation for sustainability.

HRM type 2 (Green), focused exclusively on environmental objectives in service of economic performance, was the most recurrent in the analyzed articles, differing from Aust et al. (2020), who point to HRM type 3 (Triple Bottom Line)—which also incorporates the social dimension—as the most common. It is inferred that this may have occurred, among other factors, due to the greater interest of researchers in this type and the use of the term "green human resource management" in the search string, despite the term "sustent*" also being used.

Thus, it is also inferred, both for theoretical and theoretical-empirical articles that the lower presence of articles of the Socially Responsible HRM, Triple Bottom Line, and Common Good types compared to the quantity of Green type resulted in a low number of articles that address "Working conditions," as it is a policy more commonly associated with social aspects. And, although Sustainable HRM has its space in the academic sphere, it is recent. Thus, it is inferred that Strategic Human Resource Management (SHRM), which links HRM policies and practices to achieving organizational returns in financial and market terms (Kramar, 2014), is still predominant.

Although authors such as Jabbour and Santos (2008) and Freitas et al. (2012) have discussed "Working conditions" in the context of sustainability some years ago, the articles that mention this policy are concentrated in 2020, such as the works of Mousa and Othman (2020), Freitas et al. (2020), and Bombiak (2020). It is inferred that the increase in the frequency of research discussing this policy may be due to concerns that were already being signaled in terms of physical and mental health, inclusion, and new work models and that were accelerated due to the impacts generated by the Covid-19 pandemic, which may be confirmed by studies that extend the analysis period beyond 2020.

Another highlight present in several articles is the association of the support of top and middle management with the successful implementation of sustainability in an organization, as it would be fundamental to facilitating sustainable behaviors of employees (Mishra, 2017; Mtembu, 2019; Pellegrini et al., 2018). According to Bom-

biak (2019) and Islam et al. (2020), the absence of managers with the necessary knowledge and competencies to achieve Sustainable HRM is one of the great challenges of its implementation.

Finally, several academics affirm the importance of implementing Sustainable HRM. For Alharbi (2020), it helps retain employees, reduce turnover, and increase sustainable performance. Jabbour and Santos (2008) point out that companies that start operating sustainably with the support of HRM improve their reputation among consumers and shareholders. Bombiak (2019) warns that Sustainable HRM generates added value only when the pro-environmental objectives of HRM are integrated into the general business policy of a company.

6. What Comes Next: Perspectives for Studies on Sustainable HRM Policies and Practices

The theme of Sustainable Human Resource Management (Sustainable HRM) has attracted growing attention in the literature, and the results of this review indicate a trend of consolidation of the field, with the expansion of empirical research that advances in the practical application of existing theories, combined with the balanced use of qualitative and quantitative methods.

There is also a promising space for studies focused on little-explored human resource policies, which may represent a strategic opportunity for authors who wish to highlight their contributions in qualified journals. In the Brazilian context, an increase in researcher engagement is expected, following the international movement and strengthening national production on the topic.

Another relevant point refers to the expansion of interest in the Common Good HRM approach (Common Good HRM), especially given the centrality assumed by themes such as climate change, social equity, and human sustainability. In this scenario, the connections between Sustainable HRM, the Sustainable Development Goals (SDGs) agenda, and ESG (environmental, social, and governance) practices are expected to gain strength.

Additionally, emerging issues such as the relationship between workplace diversity and the capacity for innovation in sustainable practices,

as well as the use of technologies, such as artificial intelligence and data analysis, in optimizing people management practices aimed at human sustainability, are likely to define new frontiers for research in the area.

Thus, there is an opportunity, both for international and national literature, to publish articles focused on Common Good HRM and that discuss "Working conditions." This is because, as evidenced in this review, it is still infrequent but has relevance in the post-Covid-19 pandemic context, due to the consequences on work relationships and their format. Another opportunity is the production of articles that use multi-methods, enabling deeper research.

It is also observed the possibility of studying the role of sustainable HRM policies and practices in attracting and retaining professionals from new generations, especially those born in the era of information and digitalization, as research indicates that this is a generation that has shown concern for issues related to mental health, climate change, diversity and inclusion, and that in the coming years will become dominant in the labor market (Deloitte, 2019).

There is also a need for research on the impact of Sustainable HRM on the realization of the ESG agenda. This is because the effects of Covid-19 and the growing demand of society for social justice, diversity, and inclusion have led companies to mature this agenda quickly, seeking greater credibility in the market (Braga, 2021).

Therefore, as a future research agenda, it is suggested: (1) studies that relate Sustainable HRM with ESG practices; (2) studies that discuss the effects of Sustainable HRM policies and practices on attracting and retaining professionals from new generations; (3) the impact of Common Good HRM on organizational sustainability and the resolution of major challenges; (4) studies on the environmental, social, and economic effects of HRM policies in the context of post-Covid-19 work relationships; (5) studies that relate the contributions of sustainable HRM practices to the consolidation of decent working conditions; (6) studies that relate Sustainable HRM with the Sustainable Development Goals (SDGs); (7) the occurrence of greenwashing in companies based on Sustainable HRM policies and practices.

FINAL CONSIDERATIONS

The study aimed to analyze the current state of national and international scientific production in the field of Administration on Human Resource Management (HRM) policies and practices in the context of sustainability, published between 2000 and 2020, with the aim of identifying future directions for the field and proposing research agendas. After applying inclusion and exclusion criteria, a final sample of 45 articles was obtained, containing international works, whose contents were read in full and whose data were categorized to compose a literature map.

Through the systematic literature review conducted, a trend of growth in articles addressing the theme was identified, especially between the years 2019 and 2020. Additionally, among the articles surveyed, it was noted that 5 of the 14 most frequent authors or co-authors are Brazilian. However, the publications are in international journals. Thus, it is concluded that in the national literature, there is a gap in articles that address HRM policies and practices in the context of sustainability. Therefore, there is an opportunity for national journals to open calls for special issues on this emerging theme, attracting researchers in the field of HRM.

Furthermore, the predominant type of Sustainable HRM was the so-called Green, and the one with the lowest frequency of publications was the Socially Responsible HRM type. Although Common Good HRM is considered the most recent type, an increase in articles of this type is noted in the last 10 years, which may indicate a growing interest in the topic. The most cited policy was "Training, development, and education," followed by "Recruitment and selection" and "Compensation and rewards."

As possibilities for the future of research on Sustainable HRM policies and practices, the increasing relevance of these for organizations in the face of major global problems, such as Covid-19 and climate change, the growing interest in Common Good HRM, the possibility of interrelation between Sustainable HRM, the ESG agenda, and the SDGs, and the correlation between sustainable organizations and employer bran-

ding stand out.

Despite the limitation arising from restricted access to part of the scientific production, the study contributes by analyzing publications on HRM policies and practices in the context of sustainability and by indicating promising paths for future research. Moreover, it can generate practical impacts by reinforcing the importance of HRM in promoting more sustainable organizations, aligned with contemporary social, environmental, and economic demands.

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