

Sustainable HRM and Corporate Culture: Empirical Evidence from the Industrial Sector in Malaysia

¹Kardina Kamaruddin* and ²Noor Malinjasari Ali

¹Faculty of Business and Management, Universiti Teknologi MARA Kedah, 08400 Merbok Kedah, Malaysia

²Faculty of Business and Management, Universiti Teknologi MARA Terengganu, 23000 Dungun Terengganu, Malaysia

*corresponding author: kardina@uitm.edu.my

ABSTRACT

ARTICLE HISTORY

Received:

20 July 2023

Accepted:

21 October 2023

Published:

8 November 2023

KEYWORDS

Sustainable Human
Resource Management
Corporate culture
Institutional Theory
Qualitative study

This research investigates the link between sustainable human resource management (HRM) and corporate culture in the private sector, specifically focusing on the industrial sector in Perak, Malaysia. A quantitative methodology was employed, and data was gathered from 200 employees working in the private sector through a self-administered survey questionnaire. The dimensions of sustainable HRM, encompassing sociological, economic, environmental, and strategic aspects, were defined, and measured alongside corporate culture. The findings demonstrate a significant correlation between sustainable HRM and corporate culture, indicating that organizations that prioritize sustainability tend to cultivate a positive corporate culture. The results emphasize the importance of integrating sustainable HRM into organizational policies and operations to establish an environment that values collaboration, employee well-being, stakeholder satisfaction, and environmental consciousness. Nevertheless, it is crucial to acknowledge the limited generalizability of the findings to other industries and regions, as well as the reliance on self-reported data. Future research should explore additional factors like leadership and organizational climate, while also considering contextual elements that may influence the relationship between sustainable HRM practices and corporate culture. This study contributes to our understanding of how sustainable HRM practices impact corporate culture and offers insights for organizations striving to promote sustainability and positive cultural values. The findings align with previous research that recommends adopting green HRM strategies and embracing technological innovations to enhance sustainability and environmental performance. Moreover, prior studies have indicated that a green culture benefits employees, thereby influencing the link between green HRM and environmental change.

e-ISSN 2600-7274

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1. INTRODUCTION

In today's rapidly changing business landscape, organizations are increasingly recognizing the importance of sustainable HRM practices in achieving long-term success and addressing societal and environmental challenges (Stankevičiūtė et al., 2018). Sustainable HRM practices involve integrating social, economic, and environmental considerations into HR initiatives to foster organizational sustainability and promote a positive impact on both individuals and the broader society (Shah et al., 2021). Such practices emphasize the alignment of strategic goals with the promotion of a sustainable and equitable society.

While there is a growing body of literature on sustainable Human Resource Management (HRM) practices and their potential benefits, there is still a pressing need for deeper insights into how these practices shape organizational culture (Indiparambil, 2019). Corporate culture, as a linchpin in determining employee attitudes, behaviors, and decision-making processes, is pivotal in the successful integration of sustainability into HRM strategies, providing invaluable insights into the mechanisms through which organizations infuse their HRM strategies with principles of social responsibility, environmental consciousness, and ethical conduct (Huseynova et al., 2022). This research, framed within the theoretical framework of Institutional Theory, which highlights the influence of external pressures and societal norms on organizational behavior, seeks to delve into these intricate mechanisms. By applying Institutional Theory, this study will address the gap in our understanding of how sustainable HRM practices mold the corporate culture.

The study delves into three critical aspects: the impact of sustainable Human Resource Management (HRM) practices on organizational culture concerning social responsibility, environmental consciousness, and ethical conduct. It also examines the mechanisms through which these practices shape corporate culture. Furthermore, the research investigates the extent to which societal norms and external pressures influence the alignment of sustainable HRM practices and corporate culture. In this context, the study has also formulated three hypotheses. First, it hypothesizes that organizations implementing sustainable HRM practices will exhibit a corporate culture that is more oriented toward social responsibility, environmental consciousness, and ethical conduct. Second, it predicts that sustainable HRM practices influence corporate culture by promoting employee engagement, fostering values alignment, and encouraging responsible decision-making. Third, it anticipates that external pressures and societal norms will significantly impact the adoption of sustainable HRM practices and their alignment with corporate culture.

The alignment between sustainable HRM practices and corporate culture is a critical area of research. While the literature recognizes the significance of sustainable HRM practices in promoting organizational sustainability and addressing social and environmental concerns (Järlström et al., 2023), a comprehensive understanding of how these practices influence corporate culture remains elusive. By examining these relationships through the lens of Institutional Theory, this study aims to bridge this knowledge gap and contribute to a deeper understanding of how organizations integrate sustainability into their HRM practices, thereby fostering a culture that underscores their commitment to social responsibility, environmental consciousness, and ethical conduct.

2. LITERATURE REVIEW

2.1 Corporate Culture

Corporate culture refers to how employees perceive and comprehend their work and the overall business (Tsai, 2011; Graham et. al., 2022; Cherian et. al., 2021). It encompasses the employees' identification with the organization and their understanding of its values and beliefs. Corporate culture influences the thoughts and behaviours of individuals within the organization, as it consists of shared beliefs, values, and standards. In addition, corporate culture represents the underlying values, assumptions, and beliefs that are commonly held by its members (Kenedi, et. al., 2022; Juliati, 2021). Consequently, corporate culture can either contribute to or hinder the organization's performance.

Corporate culture consists of established and refined patterns of fundamental assumptions, which are developed through both internal and external integration (El Baz et. al., 2022; Hanelt, et. al., 2021). These assumptions have proven to be effective and are passed on to new members as the correct way to think, perceive, and respond to challenges. Additionally, corporate culture encompasses the unique norms and behaviours that characterize employees in accomplishing tasks. It plays a crucial role in the success of an organization and fosters a positive work environment for its employees. Furthermore, corporate culture influences the employee's behaviour by providing guidelines for acceptable conduct and shaping their adherence to instructions and established norms (Pathiranage, 2019).

Corporate culture plays a crucial role in enhancing an organization's key capabilities and overall functioning (Harsch et. al., 2020; Qu, 2022). It determines the extent to which employees can seamlessly integrate into the organization without encountering significant challenges. The importance of a good fit between employees and the organization's culture cannot be overstated within the organizational context. Joseph et. al. (2019) asserts that corporate culture has a significant impact on the overall performance of an organization, including its financial performance. It enables employees to gain a comprehensive understanding of the organization itself. However, Wagstaff et. al. (2020) points out that corporate culture often leads to conceptual confusion and ambiguity in the literature. It is regarded as a balancing element that can be employed to address factors not adequately addressed by traditional business and organizational theory concepts.

Syakur et. al (2020) stated that corporate culture has been a significant focus in management and business research for several decades due to its potential to influence various aspects within organizations and individuals, such as commitment, loyalty, and employee satisfaction. It has the power to shape employees' emotions, interactions, and performance towards the organization. Furthermore, corporate culture represents a set of values, beliefs, and behaviors that guide employees in their conduct. In addition, Lubis et. al. (2020) describes corporate culture as a conventional or traditional way of thinking shared by members of an organization that is accepted by all. It serves as a framework for groups to solve problems, enabling employees to apply problem-solving methods that align with the organization's environment and context. This promotes the cultivation of effective problem-solving skills among employees. Ultimately, corporate culture comprises the beliefs, values, and behaviours of an organization and its employees, influencing how employees handle external business matters and interact with management.

Based on the insights from past research demonstrate the paramount importance of corporate culture in organizational success. Its influence on employee behaviour, commitment, and performance cannot be underestimated. By nurturing a strong and aligned corporate culture,

organizations can foster an environment where employees thrive and the organization flourishes. As organizations continue to navigate the complexities of the business landscape, understanding and harnessing the power of corporate culture becomes imperative for sustainable success. However, issues in corporate culture that impact sustainability include a lack of environmental consciousness (Severo et. al., 2021), a focus on short-term profits over long-term sustainability (Dyck et. al., 2019), resistance to change (Iershova et. al., 2022), a lack of collaboration and communication (Tura et. al., 2019), ethical lapses (Frye, 2020), poor employee engagement (Pham et. al., 2019), a lack of transparency and accountability (Alaali et. al., 2021), and inconsistent leadership support (Kiker et. al., 2019). Addressing these issues is vital for fostering a corporate culture that prioritizes sustainability, embracing environmental consciousness, long-term thinking, collaboration, innovation, ethics, employee engagement, transparency, and consistent leadership support. By doing so, organizations can enhance their sustainability efforts and promote positive environmental outcomes.

Sustainable corporate success can be attained by integrating sustainable HRM practices into corporate culture. This integration aligns HR strategies with sustainability goals, creating a culture that values sustainability and engages employees in sustainable initiatives. By prioritizing sustainability and employee involvement, organizations can achieve improved performance, attract top talent, and contribute to a more sustainable future.

2.2 Sustainable Human Resource Management

Sustainable HRM involves achieving and reproducing human resources for the long term (Lopez-Cabrales et. al, 2019). It requires organizations to balance stakeholder needs, embrace sustainable practices, and foster a supportive environment for employee growth and development. By integrating sustainability principles into human resource management, organizations can create lasting value, meet present and future needs, and contribute to a sustainable future. These are supported by researcher such as Westerman et. al. (2020) that revolves around meeting the needs of both direct and indirect stakeholders without compromising the organization's ability to fulfil those needs. It recognizes the interplay between dynamic economic systems and the impact on employees' lives and prospects. By embracing sustainable HRM, organizations acknowledge the relevance of sustainability to their operations and human resource practices. Researchers have defined sustainable HRM as a development approach that satisfies present needs while safeguarding the ability of future generations within the organization to meet their own needs and aspirations.

Further, Yong et. al. (2020) perceived sustainable HRM as long-term, durable, sound, and systematic practices within the organization. It adopts a forward-thinking approach that aligns with sustainable development principles. According to various studies, sustainable human resource management involves a long-term-oriented conceptual approach, encompassing socially responsible and economically appropriate activities. These activities span recruitment and selection, employee deployment, development, and even release. It is a cross-functional task, demanding flexibility, and adaptability from employees to navigate changing organizational situations (Navajas-Romero et. al., 2022; Järlström et. al., 2023).

On another note, He et.al. (2021) suggests that sustainable human resource management affects communities, companies, and governments, and its processes are explained through these lenses. Organizations must make strategic decisions with a long-term focus, rather than solely focusing on short-term payroll costs. This approach enables organizations to achieve their goals while fostering stable communities. Hamadamin et. al. (2019) defines sustainable human resource management as an approach that recognizes the positive impact individuals can have on the company over time. It emphasizes creating competitive advantages for both

organizations and employees. Sustainability is generally accepted as the integration of social, economic, and ecological values and how these values are interpreted and operationalized (D'amato et. al., 2021).

Chaudhary (2020) underscores the importance of sustainable human resource management in enhancing employee knowledge and competencies within the organization. It is a key factor in helping organizations achieve their mission and vision. Yong et. al. (2020) emphasizes the need for sustainable human resource management to meet human needs without harming global environmental systems. It recognizes the interdependence between human activity and natural systems, striving to maximize social interests within the boundaries set by the environment. However, Song et. al (2021) suggest that organizations manifest their concern for sustainability through legislation and increased attention to training managers in sustainable human resource management. The development of organizations supports sustainable managerial decision-making processes.

Drawing on these contributions and critiques, while the researchers agree on the importance of integrating sustainability into human resource management, there are variations in the specific focus and emphasis. However, they collectively highlight the need for a long-term approach, stakeholder balance, and the integration of social, economic, and ecological values in sustainable HRM practices.

2.3 Sustainable HRM and Corporate Culture

The relationship between sustainable (HRM) practices and corporate culture has been a relatively underexplored area of research. While there is a lack of study on the relationship between sustainable HRM and corporate culture, the literature recognizes the importance of sustainable HRM practices in promoting organizational sustainability and addressing social and environmental concerns. Further research is needed to explore the relationship between sustainable HRM practices and corporate culture and to identify the mechanisms through which organizations integrate sustainability into their HRM strategies and foster a culture that embraces social responsibility, environmental consciousness, and ethical conduct. While most studies have focused on green HRM, which concentrates on environmental sustainability within the organization, sustainable HRM takes a broader perspective and integrates social, economic, environmental, and strategic dimensions. Sustainable HRM has a more strategic and holistic approach, considering a wider range of stakeholders and aiming to achieve overall sustainability rather than just environmental goals (Marriapandar, 2020).

Aust et al. (2020) proposed the concept of Common Good HRM as an alternative approach to traditional business models that aim to address sustainability challenges. Common Good HRM emphasizes the responsibility of businesses to contribute to resolving these challenges and prioritizes collective interests over individual desires. It involves embedding common good values in HR policies and practices, fostering an organizational culture that promotes these values, and redefining the outcomes of HRM to include societal fairness, workplace democracy, environmental protection, and human rights. Implementing Common Good HRM requires considering the global and local context, promoting equal and fair employment relationships, providing opportunities for stakeholder participation, and upholding the psychological contract by meeting human needs for employment security and meaningful work.

In addition, based on Aust et al. (2020) typology, four sustainable HRM dimensions were identified: Sociological, Economic, Environmental, and Strategic. These dimensions help to clarify the final purposes of different conceptual and empirical sustainable HRM components to corporate culture. The findings of a descriptive study by Järlström et al. (2023) highlighted

that HRM practices can be perceived as sustainable if they contribute to social well-being, environmental protection, and economic sustainability. The Common Good HRM that focuses on sustainability has been supported by other authors such as Honeyman, et. al. (2019), Sisodia et. al. (2014), and Felber, (2019).

Based on Aust et. al. (2020) typology, four sustainable HRM dimensions were identified: Sociological, Economical, Environment, and Strategic. In this article, instrumental, pro-financial, social/human, and ecocentric characteristics are proposed for each of the identified HRM practices for implementing corporate sustainability. These dimensions help to clarify the final purposes of different conceptual and empirical Sustainable HRM types for corporate culture as shown in Table 1.

Table 1: A Classification of Sustainable HRM Dimensions.

Dimensions	Sociological (social/human)	Economical (pro-financial)	Environment (ecocentric)	Strategic (instrumental)
Characteristics	Collective interests are above individual or organizational desires, aiming to contribute to societal progress and the common good.	Long-term organizational self-interest lies in sustaining collective livelihood and contributing to resolving sustainability challenges, which aligns with economic considerations.	Create a positive environmental impact by promoting sustainable HR practices and ecological development.	Aligning HR practices with social and ecological progress, this type supports the organization's strategic goals of contributing to a sustainable and equitable society.

(Source: Dimensions adapted and extended from Aust. et. al., 2020)

The sociological dimension highlights the importance of prioritizing collective interests and the common good over individual or organizational desires. This approach recognizes that the success and sustainability of an organization are closely linked to the well-being and progress of society. It encourages HR practices and decisions that consider the broader impact on stakeholders, communities, and the environment. In terms of corporate culture, embracing the concept of the common good can shape an organizational environment that values collaboration, social responsibility, and the pursuit of societal well-being. This mindset encourages employees to align their efforts with the larger societal context and make decisions that benefit multiple stakeholders. By promoting the common good, sustainable HRM fosters a culture that values ethical behaviour, social impact, and sustainable practices. It motivates employees to contribute to societal progress through their work and aligns organizational goals with the broader objective of creating a positive impact on society. Therefore, it can be hypothesized that there is a strong relationship between the sociological dimension of sustainable HRM and corporate culture.

The economic dimension recognizes that an organization's long-term success and sustainability are interconnected with the well-being and progress of society. It emphasizes the need to go beyond short-term profits and consider the wider societal and environmental effects of business activities. By embracing sustainable practices, organizations can contribute to both their own interests and the common good. This highlights the importance of balancing economic considerations with broader societal impacts in HRM practices. By aligning corporate culture with the economic dimension of sustainable HRM, organizations create an environment where sustainable practices and responsible economic behaviour are valued and promoted. This cultural alignment helps organizations prioritize sustainability, social responsibility, and ethical conduct in their day-to-day operations and strategic decision-making. Therefore, it can be hypothesized that there is a strong relationship between the economic dimension of sustainable HRM and corporate culture.

The environment dimension means integrating environmental considerations into HR management. It involves creating a corporate culture that values environmental responsibility, encourages eco-friendly behaviours, and supports sustainability initiatives. By doing so, organizations can make a positive environmental impact, enhance their reputation, and foster long-term business sustainability. Therefore, there is a relationship between the environmental dimension and corporate culture.

The strategic dimension focuses on aligning the organization's strategic goals with the promotion of a sustainable and equitable society. It emphasizes the integration of social and ecological progress into HR initiatives, aiming to create a positive impact on both individuals and the environment. By adopting sustainable HR practices and fostering ecological development, organizations can contribute to a more sustainable future while achieving their business objectives. This alignment between HR practices and social/ecological progress reflects a corporate culture that values sustainability, social responsibility, and the well-being of stakeholders and the environment. It encourages employees to engage in initiatives that have a positive environmental impact and reinforces the organization's commitment to sustainable development. Therefore, it can be hypothesized that there is a strong relationship between the economic dimension of sustainable HRM and corporate culture.

By incorporating the dimension, the literature review provides a clearer and more organized overview of the relationship between sustainable HRM dimensions and corporate culture. It also establishes the relevance of the Institutional Theory framework, allowing for further exploration of the impact of internal and external pressures on the adoption and integration of sustainable HRM practices.

3. INSTITUTIONAL THEORY

The integration of Institutional Theory into this study enables an examination of the interplay between sustainable human resource management (HRM) practices, and corporate culture as portrayed in Figure 1. Institutional Theory posits that organizations adopt specific practices to conform to external expectations and societal norms (Najeeb, 2014; Holm, 2020). In this context, the study investigates how external pressures, encompassing stakeholder demands, regulatory frameworks, and societal expectations, shape the adoption and integration of sustainable HRM practices. These practices, spanning sociological, economic, environmental, and strategic dimensions, aim to foster sustainability, social responsibility, and ethical conduct within organizations (Björkman, 2007; Pauwee, 2014).

By embracing sustainable HRM practices, organizations signal their commitment to broader societal values and objectives, thereby influencing the prevailing corporate culture. The integration of Institutional Theory provides a framework to analyse the influence on the adoption and integration of sustainable HRM practices and their subsequent impact on the values, norms, and behaviours characterizing the corporate culture. This study contributes to a deeper understanding of how organizations navigate institutional pressures and advance sustainable and equitable principles through their HRM practices and corporate culture.

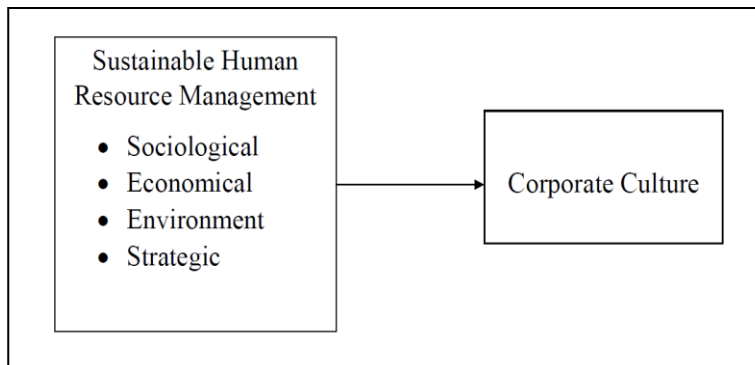


Figure 1: Theoretical Framework

In this theoretical framework, sustainable HRM is defined as an organizational approach that incorporates social, economic, environmental, and strategic considerations into HR practices. To operationalize this concept, several dimensions are identified to capture the different aspects of Sustainable HRM.

The social dimension focuses on employee engagement, social impact initiatives, stakeholder satisfaction, collaboration and teamwork, diversity and inclusion, and employee well-being. These factors highlight the importance of creating a positive and inclusive work environment that fosters employee satisfaction and well-being, while also considering the interests of various stakeholders.

The economic dimension encompasses financial performance, socially responsible investments, sustainable procurement, employee compensation and benefits, stakeholder engagement, and corporate social responsibility (CSR) reporting. This dimension emphasizes the integration of economic considerations with sustainable practices, ensuring that the organization's financial success is aligned with social and environmental responsibility.

The environmental dimension revolves around environmental awareness, environmental values, initiatives adoption, green behaviours, environmental training and education, and environmental performance indicators. This dimension underscores the significance of incorporating environmental considerations into HR practices, promoting environmentally conscious behaviours and initiatives, and monitoring environmental performance.

Lastly, the strategic dimension focuses on strategic alignment, sustainable HR practices, stakeholder engagement, CSR performance, sustainability innovation, and employee perceptions of strategic alignment. This dimension highlights the need for HR practices to be aligned with the organization's strategic goals and the pursuit of sustainability. It encompasses the integration of sustainable HR practices, stakeholder engagement, and the organization's performance in terms of CSR and sustainability.

By operationalizing Sustainable HRM through these multidimensional constructs, the framework provides a comprehensive understanding of the different aspects that organizations need to consider when integrating sustainability into their HR practices. These dimensions capture the key elements of sustainable HRM and can be used to assess the extent to which organizations align their HR practices with sustainable principles that foster a corporate culture.

4. MATERIALS AND METHODS

This study explored the relationship between sustainable Human Resource Management (HRM) practices and corporate culture in the private sector, focusing on the industrial sector in

Perak, Malaysia. A quantitative research approach was employed to investigate how the adoption of sustainable HRM practices, including the promotion of social responsibility, environmental consciousness, and ethical conduct, influences corporate culture within organizations. The research design encompassed a cross-sectional approach, with the population of interest being private-sector employees within the industrial sector in Perak, Malaysia.

To ensure diversity and representation from various industries within the sector, a stratified random sampling technique was utilized, resulting in a sample size of 200 participants, determined through power analysis to ensure adequate statistical power. Data collection was conducted through a self-administered survey questionnaire, measuring sustainable HRM practices across sociological, economic, environmental, and strategic dimensions, along with corporate culture. This questionnaire was developed using existing validated scales and items, and its reliability and validity were assessed through pre-testing.

Data analysis was performed using the latest version of the Statistical Package for the Social Sciences (SPSS) software, specifically IBM SPSS Statistics 28.0, a recognized and robust tool for social research statistical analysis. Analytical techniques included descriptive statistics, correlation analysis to explore relationships, and multiple regression analysis to investigate the connection between sustainable HRM practices and corporate culture while controlling for relevant demographic variables. This choice of software ensured the use of the most up-to-date and sophisticated analytical methods. Participants were guaranteed confidentiality, and informed consent was obtained prior to data collection. The study's findings contribute to understanding how sustainable HRM practices impact corporate culture and offer valuable insights for organizations aiming to promote sustainability and positive cultural values

5. RESULTS AND DISCUSSION

5.1 Data Analysis

The ANOVA analysis in Table 2 examines the overall significance of the regression model in explaining the variance in the dependent variable (TDV). The regression section of the ANOVA table shows that the predictors (TST, TSC, TEC, TEV) collectively explain a significant amount of variation in the TDV. The F-value of 22.049 indicates that the regression model is statistically significant at the chosen significance level (Sig. = .000). This means that there is a significant relationship between the predictors and the dependent variable. The residual section indicates the unexplained variation in the TDV that is not accounted for by the regression model. The total sum of squares is reported as 511.755, demonstrating the overall variability in the TDV.

In summary, the ANOVA analysis confirms that the regression model, including the predictors TST, TSC, TEC, and TEV, has a significant effect on explaining the variance in the TDV.

Table 2: ANOVA Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.379	4	39.845	22.049	.000 ^b
	Residual	352.376	195	1.807		
	Total	511.755	199			

a. Dependent Variable: TDV

b. Predictors: (Constant), TST, TSC, TEC, TEV

**tst= strategic, tsc=sociological, tec=economical, tev=environment

The Model Summary in Table 3 helps assess the overall fit and predictive power of the regression model. The summary reveals that the dimensions of sustainable HRM (TST, TSC, TEC, TEV) collectively explain 31.1% of the variance in corporate culture. This indicates that these predictors have a significant impact on shaping the corporate culture within the organization. The adjusted R-square value of 0.297 suggests a slight reduction in generalizability. This means that there may be other factors influencing corporate culture that are not accounted for in the model. It is important to consider these limitations and further explore additional variables that may impact corporate culture. The standard error of the estimate reported as 1.34427, indicates the average deviation between the actual and predicted values. A lower standard error suggests higher precision in the predictions made by the model, indicating a better fit between the predictors and the dependent variable. The R-square change of 0.311 and the F change value of 22.049 confirm the statistical significance of the regression model. These values indicate that the predictors collectively contribute significantly to explaining the variance in corporate culture. The degrees of freedom (df1 = 4 and df2 = 195) and the significance value (Sig. F Change) of .000 further support the statistical significance of the model. The Durbin-Watson statistic, which does not indicate significant autocorrelation, suggests that the residuals in the model are independent and do not exhibit a systematic pattern.

These insights provide valuable information about the relationship between sustainable HRM practices and corporate culture, the predictive power of the regression model, and the statistical significance of the findings. They can guide organizations in understanding the impact of sustainable HRM practices on shaping their corporate culture and inform decision-making processes related to sustainability and positive cultural value.

Table 3: Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.558 ^a	.311	.297	1.34427	.311	22.049	4	195	.000	1.576

a. Predictors: (Constant), TST, TSC, TEC, TEV

b. Dependent Variable: TDV

In Table 4 correlation Analysis was conducted to assess the relationships between the dimensions of sustainable HRM and corporate culture, correlation analysis was conducted. Pearson correlation coefficients were calculated to determine the strength and direction of the associations. The significance of the correlations was determined using a two-tailed test. The results were considered statistically significant at $p < 0.05$. Preliminary findings indicated a

positive correlation between sustainable HRM and corporate culture ($r = 0.346$, $p < 0.01$), suggesting that organizations with stronger sustainability practices tend to have a more favourable corporate culture.

Further, to explore the relationship between the dimensions of sustainable HRM and corporate culture while controlling for potential confounding variables, a multiple regression analysis was conducted in Table 5. The multiple regression analysis provides insights into the relationship between the dimensions of sustainable HRM (TST, TEC, TEV, TSC) and the dependent variable, TDV (Corporate culture). The analysis shows that the constant term has a coefficient of 15.530, indicating the expected average value of TDV when all predictor variables are zero. This coefficient is statistically significant ($t = 6.527$, $p < .001$).

Table 4: Correlation Analysis

Correlations			
		TDV	TIV
Corporate culture	Pearson Correlation	1	.346**
	Sig. (2-tailed)		.000
	N	200	200
Sustainable human resource management	Pearson Correlation	.346**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Among the predictor variables, TST has a coefficient of 0.170 ($p = .037$), indicating a positive relationship with TDV. TEC has a coefficient of 0.587 ($p < .001$), indicating a stronger positive relationship with TDV. TEV has a coefficient of 0.351 ($p = .008$), suggesting a positive relationship, although weaker compared to TEC. TSC has a coefficient of -0.482 ($p = .001$), indicating a negative relationship with TDV. The standardized coefficients (Beta) provide insights into the relative importance of each predictor variable. TEC has the highest standardized coefficient (Beta = 0.516), followed by TEV (Beta = 0.282), TST (Beta = 0.132), and TSC (Beta = -0.353).

Table 5: Multiple Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.530	2.379		6.527	.000
	TST	.170	.081	.132	2.100	.037
	TEC	.587	.075	.516	7.827	.000
	TEV	.351	.131	.282	2.672	.008
	TSC	-.482	.139	-.353	-3.475	.001

a. Dependent Variable: TDV

5.2 Discussion

The findings of the study provide valuable insights into the relationship between sustainable human resource management (HRM) practices and corporate culture. The ANOVA analysis confirmed that the regression model, which included the predictors related to sustainable HRM dimensions (TST, TSC, TEC, TEV), had a significant effect on explaining the variance in the dependent variable (TDV), representing corporate culture.

The significant F-value (22.049) indicated that the regression model collectively explained a significant amount of variation in TDV. This implies that the dimensions of sustainable HRM have a meaningful impact on shaping corporate culture. The positive correlation between sustainable HRM and corporate culture further supports this relationship, suggesting that organizations with stronger sustainability practices tend to have a more favorable corporate culture (Piwowar-Sulej, 2021). According to a report by SHRM, strong sustainable HRM performance supports the achievement of broad sustainability business objectives and contributes to positive outcomes, including a favorable corporate culture (Cohen et. al et, 2010). Additionally, a hybrid literature review found that appropriate HRM is linked to organizational performance in terms of sustainable development (Piwowar-Sulej, 2021). While there are no specific citations that directly support the statement, research has shown that green organizational culture has a significant positive relationship with employees' green behavior and organizational environmental performance (Al-Swidi, 2021). Furthermore, companies are adopting the environmental management practice of Green HRM to implement green practices and develop employee awareness, which will increase economic performance and employee performance through energy consumption and water savings, which will increase consumer satisfaction (Xiao et. al, 2022).

The multiple regression analysis provided a deeper understanding of the specific relationships between each sustainable HRM dimension and corporate culture while controlling for potential confounding variables. Reflexively, different dimensions of sustainable HRM, including strategic, sociological, economic, and environmental dimensions, have been identified in the literature (Indiparambil, 2019; Mariappanadar, 2020). For instance, a descriptive study analyzed sustainable HRM and identified its key dimensions, including the economic, social, and environmental dimensions (Indiparambil, 2019). Another study revealed four dimensions of sustainable HRM, including justice and equality, transparent HR practices, economic, social, human, and ecological dimensions (Järlström et al., 2018). A report by SHRM suggests that HRM practitioners should understand sustainability in an organizational context and use it as a guide for the organization's sustainability initiatives (Cohen et. al., 2010). Furthermore, a study found that HRM practices can be perceived as sustainable if they contribute to social well-being, environmental protection, and economic development (Järlström et. al., 2023). Therefore, it can be inferred that sustainable HRM has different dimensions, including strategic, sociological, economic, and environmental dimensions, and that these dimensions are important for achieving sustainability goals and contributing to a positive corporate culture (Ren et al., 2023).

In this study, strategic dimensions showed a positive relationship with corporate culture, suggesting that organizations that prioritize employee engagement, social impact initiatives, stakeholder satisfaction, collaboration and teamwork, diversity and inclusion, and employee well-being tend to have a more favourable corporate culture. The economic ~~Economical~~ dimension exhibited the strongest positive relationship with corporate culture, indicating that organizations that focus on financial performance, socially responsible investments, sustainable procurement, employee compensation and benefits, stakeholder engagement, and corporate

social responsibility reporting tend to foster a positive corporate culture. The environmental dimension showed a weaker positive relationship with corporate culture compared to the economic dimension, suggesting that organizations that emphasize environmental awareness, environmental values, and sustainability initiatives adoption, as well as green behaviours and environmental performance indicators, contribute to a favourable corporate culture. On the other hand, the sociological dimension displayed a negative relationship with culture. This suggests that organizations that prioritize strategic alignment, sustainable HR practices, stakeholder engagement, corporate social responsibility performance, sustainability innovation, and employee perceptions of strategic alignment may face challenges in cultivating a positive corporate culture.

The standardized coefficients (Beta) provided insights into the relative importance of each predictor variable. The economic dimension had the highest standardized coefficient, indicating its strong influence on corporate culture. The environmental and strategic dimensions also had positive standardized coefficients, suggesting their contributions to corporate culture, although to a lesser extent to the former. The sociological dimension had a negative standardized coefficient, implying that it has a detrimental effect on corporate culture. These findings contribute to our understanding of how sustainable HRM practices can shape corporate culture within organizations. Organizations that prioritize employee engagement, social impact, financial performance, environmental awareness, and sustainability initiatives are more likely to have a positive corporate culture (David et. al., 2019; Pauwee, 2004). However, there is no specific research that directly supports this statement. Nonetheless, the concept of institutional theory suggests that organizations adopt specific practices to conform to external expectations and societal norms, which may include prioritizing employee engagement, social impact, financial performance, environmental awareness, and sustainability initiatives (David et. al., 2019; Pauwee, 2004). Additionally, research has shown that organizations that prioritize sustainability initiatives tend to have better financial performance and employee engagement (David et. al, 2019).

It is important to note that these findings are based on data collected from private sector employees in the industrial sector in Perak, Malaysia. Therefore, caution should be exercised in generalizing the results to other contexts. Future research could explore the relationship between sustainable HRM practices and corporate culture in different industries, sectors, and geographic locations to enhance the external validity of the findings.

Organizations can benefit from the findings of the study by understanding the importance of integrating sustainable HRM practices into their operations and policies to foster a positive corporate culture. By prioritizing employee engagement, social responsibility, environmental consciousness, and ethical conduct, organizations can create an environment that promotes collaboration, well-being, and stakeholder satisfaction, which can enhance organizational performance, reputation, and long-term sustainability. The following are some ways in which organizations can benefit from the findings:

- Adopt green human resource management strategies and increase technical innovations to improve sustainability and environmental performance (Shah et. al. (2021).
- Design sustainable HRM practices that include equity, well-being, and employee development dimensions (Stankevičiūtė et. al. 2018).
- Prioritize HRM practices that contribute to social well-being, environmental protection, and economic development (Piwowar-Sulej, 2021).

- Implement green HRM practices to develop employee awareness, increase economic performance, and improve consumer satisfaction (Shah et. al., 2021)

Therefore, organizations prioritising sustainable HRM practices that encompass strategic, sociological, economical, and environmental dimensions are more likely to have a positive corporate culture, enhancing organizational performance, reputation, and long-term sustainability (Indiparambil, 2019; Mariappanadar, 2020).

5.3 Implications for Institutional Theory

The deviation observed in the relationship between the sociological dimension of sustainable HRM practices and corporate culture has important implications for institutional theory. While the results generally align with the expectations of the institutional theory, the negative relationship of the sociological dimension with corporate culture suggests that there may be contextual factors at play that require further exploration and understanding. This highlights the need for future research to delve deeper into the sociological dimension's impact on corporate culture and to consider potential moderating variables that may influence this relationship.

These findings indicate that institutional theory, while valuable in understanding the influence of external pressures and societal norms on organizations, may need to be adapted to account for the specific nuances of each sustainable HRM dimension. The sociological dimension's negative relationship with corporate culture suggests that other contextual factors, such as industry-specific practices, cultural influences, or leadership styles, may play a significant role.

In summary, while the results generally align with the institutional theory, the deviation observed in the sociological dimension's impact on corporate culture highlights the need for a more nuanced understanding of how sustainable HRM practices interact with external and internal factors. These findings offer a starting point for future research to explore the intricate relationship between sustainable HRM, corporate culture, and the specific contextual factors that influence this dynamic.

6. CONCLUSION

The study concludes that sustainable HRM practices significantly influence corporate culture in the private sector, specifically focusing on the industrial sector in Perak, Malaysia. The dimensions of sustainable HRM, including employee engagement, social impact initiatives, financial performance, environmental awareness, and strategic alignment, were found to be related to corporate culture. The findings highlight the importance of integrating sustainable HRM practices into organizational policies and operations to foster a positive corporate culture.

To make the findings more significant, future research could explore the mediating mechanisms and boundary conditions that influence the relationship between sustainable HRM practices and corporate culture. Investigating the role of leadership, organizational climate, and employee perceptions can provide insights into the underlying processes through which sustainable HRM practices shape corporate culture. Additionally, studying the moderating effects of organizational size, industry characteristics, and national culture can help identify contextual factors that influence the strength and nature of the relationship. These findings can help organizations in different industries, sectors, and geographic locations understand the importance of sustainable HRM practices in shaping a positive corporate culture, ultimately contributing to organizational success and sustainability.

ACKNOWLEDGEMENT

We would like to acknowledge Nor Erni Syafeeqa binti Nordin's significant contributions, which have greatly influenced this article. However, any errors or omissions remain the responsibility of the authors.

AUTHORS' CONTRIBUTION

KK and NMA carried out the introduction and literature review sections. KK also wrote the data methodology section. NMA wrote the discussion and implication sections. All authors read and approved the final manuscript.

CONFLICT OF INTEREST

None declared.

FUNDING

The authors received no financial support for this article's research, authorship, and/or publication.

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AUTHOR BIOGRAPHIES

Dr. Kardina Kamaruddin is a senior lecturer at UITM Cawangan Kedah. Her research areas are 1) Training and development, 2) Human Resource Management, and 3) Intellectual Capital Management.

Noor Malinjasari Ali is a senior lecturer at UITM Cawangan Terengganu. Her research areas are 1) Transport, 2) Business Management, and 3) Service Quality.