

The Role of Sustainable Human Resource Management In Achieving Organizational Sustainability through Empowering Leadership

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Abstract: This paper will set out to discuss how sustainable human resource management can help in ensuring the sustainability of an organization with specific focus to the moderating role of empowering leadership. In the investigation, the quantitative research orientation is followed, using structured questionnaire filled in by a sample of employees of the chosen organizations and the data are processed using advanced statistical tools such as multiple regression analysis, indirect effect testing and calculation of correlation coefficient.

The research shows that the practices of sustainable human resource management play a significant role in the improvement of the sustainability of organizations as 55 per cent of the variance in this variable is explained by this factor. Moreover, the results show that empowering leadership has a direct impact on the organizational sustainability and it also acts as a mediator in the connection between sustainable human resource management and organizational sustainability, but partially. Therefore, sustainable policies in human resource management require leadership which can empower workers to enhance their growth and eliminate any barriers to attain the best results.

The scientific value of the current study lies on its attempt to fill a research gap that has been identified in the current body of knowledge on the subject nexus between sustainable human resource management and empowering leadership in Arab-based settings, a topic that has minimal coverage in extant literature. In practice, the research provides practical guidance to organisations in terms of sustainable human resource management practices and ensuring the mobilisation of empowering leadership as an instrument of enhancing organisational sustainability. In addition, the authors promote the notion that future studies ought to pay attention to the merging of organisational culture and innovation aiming at increasing the level of understanding about organisational sustainability.

Key words: Sustainable Human Resource Management – Empowering Leadership – Organizational Sustainability – Institutional Sustainability – Empowerment – Human Resources.



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Section One: Introduction

1. Research Background:

Over the past few decades, corporate organizations have undergone significant changes that can be attributed to the factors of globalization, technological advancement, competition and the growing awareness among people regarding the issues of sustainability. As a result, these parties are forced to ensure they engage in managerial approaches that promote the achievement of sustainable competitive edge and the enhancement of their ability to prosper in a dynamic and complex environment. In this paradigm, the concept of sustainable human resource management has emerged as a management approach that aims at balancing economic performance requirements and social and environmental requirements hence prophesying policies and practices that provide better employee welfare and support the sustainability of the organization.

In its turn, according to scholarly studies, the empowering leadership has been found among the most salient leadership styles of the modern era since they stimulate innovation, employee engagement, and efficient and effective utilization of human resources. In turn, empowering leadership can be a mediating variable that explains the connection between sustainable human resource management and organizational sustainability.

2. Research Problem:

Although there is a growing academic and practical concern of the sustainability notion in the field of management, a considerable percentage of organizations are still faced with limitations in the ability to maintain themselves and adequately respond to the new challenges. Therefore, the problem of research can be formulated as follows main interrogative:

How does sustainable human resource management contribute to attainment of organizational sustainability by empowerment of the leadership?

Derived Research Questions:

- ✓ How much do sustainable human resource management practices help to enhance organizational sustainability?
- ✓ What role is played by the mediating variable of empowering leadership in this relationship?
- ✓ Does the witnessed lack of organizational sustainability stem out of the flaw in the combination of the aspects of sustainable human resource management and appropriate leadership?

3. Research Significance:

The importance of this research is based on two major dimensions. Academically, it attempts to add up to the Arabic scholarly knowledge with a modern empirical research that explains the connection amid sustainability in human resource management, empowering leadership, and organizational sustainability. In practice, it aims at educating decision-makers regarding the adoption of sustainable human resource practices that highlight the critical role played by empowering leadership in building the sustainability of organizations.

4. Research Objectives:

This research seeks to achieve the following objectives:

- ✓ To determine sustainable human resource management practices in the reviewed organizations.
- ✓ To interpret the contribution of empowering leadership in enhancing the contribution of sustainable human resource management.

- ✓ To investigate the impact of sustainable human resource management to organizational sustainability achievement.
- ✓ To establish the mediating capacity of empowering leadership in the association amid sustainable human resource management and sustainability of organization.

5. Research Hypotheses:

The research hypotheses are formulated as follows:

H1: The relationship between sustainable human resource management and the organizational sustainability is statistically significant.

H2: Sustainable human resource management is statistically significantly related to empowering leadership.

H3: The relationship between the empowering leadership and the sustainability of the organizations is statistically significant.

H4: Empowering leadership is a mediating variable between sustainable human resource management and organizational sustainability.

6. Research Boundaries:

The researcher defined the following boundaries as a foundation for conducting this scientific study, based on:

- Spatial Boundaries: The application of the study takes place in an interval of institutional settings, such as universities, banking institutions, and industrial enterprises.
- Temporal Boundaries: The study is limited within a calendar year 2024.
- Boundaries: The study will focus on three main variables; sustainable human resource management, empowering leadership and organizational sustainability.
- Human Boundaries: The study will address employees and administrators in the organizations and institutions that are going to be studied namely: universities, banks, and industrial enterprises.

7. Conceptual Framework:

The conceptual framework illustrates the relationships among the three variables:

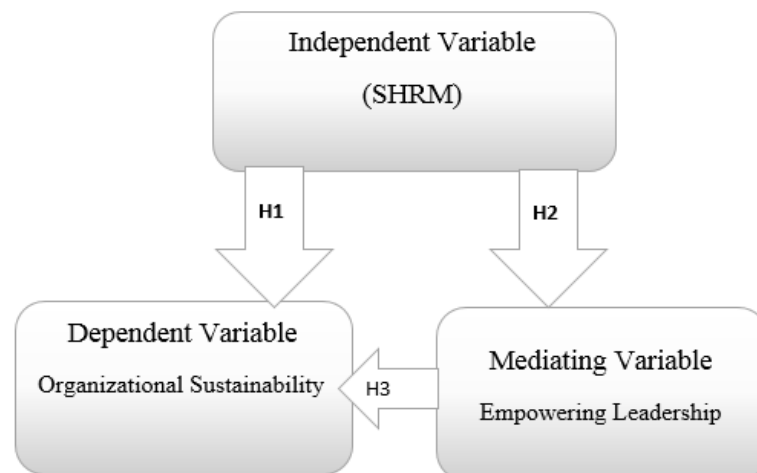


Figure 1. The Hypothetical Framework of the Relationships among Variables

Source: Prepared by the Researcher, 2025

Section Two: Theoretical Framework and Previous Studies

First: Sustainable Human Resource Management

1. The Concept of Sustainable Human Resource Management:

Sustainable Human Resource Management (Sustainable HRM) is a recent approach to managerial thinking that aims at the combination of the principles of environmental, social, and economic sustainability to people-management activities. It is supposed to reach a balance between long-term economic performance, social justice, and environmental resources conservation (Farhani et al., 2025, p. 241). The idea may be taken as a strategic measure that incorporates the sustainability goals into the HRM practices to guarantee the long-term development of the organization. It also focuses on the welfare of the employees, the environment, ethical governance, workforce development, and spoken balancing of the various interests of the stakeholders, hence, aiding the resilience of the organization to the future (Hatipoğlu & Akduman, 2025, p. 4991).

Sustainable HRM concept assumes the approach in employee-management that incorporates the economic, social and environmental aspects into promoting long-term development of the organisation. And its general goal is to create and maintain a system that will allow the continuous development of employees, as well as help the organisation to achieve its objectives, promote the well-being of the society, and prevent environmental degradation (Ahmed et al., 2025, p. 32).

The main components of Sustainable Human Resource Management are as follows:

- **Environmental Sustainability:** The organization shall seek to adopt measures that reduce its environmental impact which includes energy conservation, lessening water use and minimization of waste generation.
- **Social Sustainability:** The organization should focus on the welfare of its employees through their fair remunerations, equal opportunities, full professional growth, healthy work life balance and ensuring that the working environment is healthy and safe.
- **Economic Sustainability:** The organization ought to strive to be economically viable and profitable within the long term through cautious observation of the possible negative side effects hence ensuring survival of the organization.

2. Objectives of Sustainable Human Resource Management:

Sustainable human resource management aims at attaining the following goals by consistently working to create and transform employee-based competencies (Farmanesh et al., 2023):

- Improving the welfare of the employees by giving a careful and periodic attention to the psychological and social aspects.
- Client: Achieving a healthy balance between work and family.
- Promotion of the social responsibility programs of the institution.
- Making sure that the performance of the organization is sustainable in a long period.

3. Dimensions of Sustainable Human Resource Management:

The following figure illustrates the key dimensions of sustainable HRM.



Figure 2. Dimensions of Sustainable Human Resource Management

Source: Prepared by the Researcher, 2025

As shown in the figure above, the main aspects of sustainable human resource management are rooted in responsible recruitment whereby competencies are picked on the basis of transparent and sustainable processes. These employees should then be subjected to endless training and development sessions which invest in human capital, and allowed to enjoy decent rewards and incentives which foster justice and equity. This is also supported by performance management which emphasizes on sustainable rather than quick results, involvement, empowerment, and involvement of employees in decision making processes.

Second: Empowering Leadership

1. The Concept of Empowering Leadership:

Empowering leadership is a conceptualisation of the style of leadership that helps transfer authority and trust to employees and thus encourage them to be involved in decision-making processes and develop more responsibility and imagination towards their efforts (Salim et al., 2024). This strategy is also focused on ensuring that power, autonomy and the right to make a decision are provided to employees, and this concept fosters a sense of ownership and dedication to the organisation. The style also aims at fostering trust, inspiring employees to engage proactively and creatively, and the development of their competencies, thus possibly resulting into high overall performance, high organisational performance, and providing the best quality possible (Karakasnaki, 2024, p. 329).

2. Characteristics and Dimensions of Empowering Leadership:

The main characteristics of empowering leadership can be identified as follows:

- ✓ Good delegation of duties.
- ✓ The improvement of mutual trust between the leaders and the subordinates.
- ✓ The promotion of creativity and enterprise.
- ✓ Building capabilities in terms of training and mentoring.

The key dimensions of empowering leadership are illustrated in the following figure (Ahsan & Khawaja, 2024, p. 317).

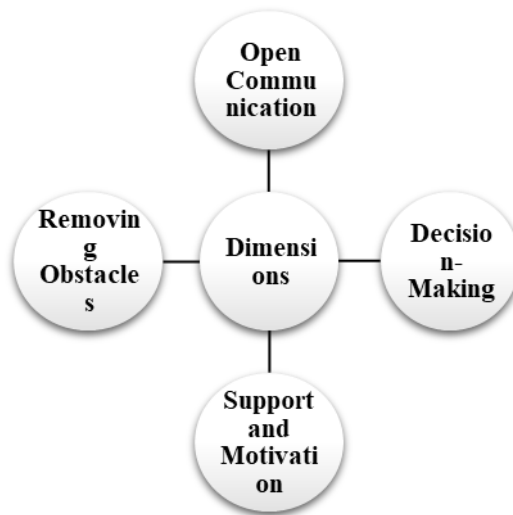


Figure 3. Dimensions of Empowering Leadership

Source: Prepared by the Researcher, 2025

Third: Organizational Sustainability

1. The Concept of Organizational Sustainability:

Organizational sustainability refers to the ability of an organization to survive and adjust to changes in the environment, economy, and society without losing its identity, mission and competitive edge. It can even be defined as the ability of the organization to live and survive, grow and achieve the goals it sets in an efficient and effective manner, both in the near and predictable future, by developing good relationships with its clients and employees and through constant renewal in order to meet the changing conditions within its business environment. Such sustainability is dependent on the flexibility of the organizational structure, defined nature of the individual roles, development of internal relationship, adopting the philosophy of total quality management and the leadership aimed at organizational continuity (Vihari et al., 2024, pp. 1–27).

2. Pillars and Dimensions of Organizational Sustainability:

- **Financial Continuity:** Achieved through the redesigning of processes and organisational structures in line with the current market requirements.
- **Innovation Capability:** The introduction of the total quality management principles, including quality, cost, and time, is one of the main conditions of organizational success and sustainability (Nakra & Kashyap, 2025, pp. 409426).
- **Social Justice and Corporate Responsibility:** Sustainable development requires entrenching of strong and positive relations between every member of the organization.
- **Environmental Preservation:** Environmental stewardship is based on proactive response to the new threats and changing customer needs, to stay at par with the changing competitive environment.

The dimensions of organizational sustainability are as follows (Ahmed et al., 2023, p. 13):

- ✓ **Economic Dimension:** Achieving sustainable profits.
- ✓ **Social Dimension:** Contributing to the well-being of the community and employees.
- ✓ **Environmental Dimension:** Reducing the negative impact on the environment.

Fourth: Previous Studies**Table 1: Presentation of Previous Studies**

S	Researcher	Year	Objective	Key Findings	Relevance to the Current Study
1.	Dumont et al.	2017	Study on the Effect of Green HRM Practices on Employees' Environmental Behavior.	Presence of a positive effect and a mediating role of the green psychological climate.	Highlights the importance of sustainable HRM as a tool to enhance organizational behavior.
2.	Jiang et al.	2012	Comprehensive Analysis of the Relationship between HRM and Organizational Outcomes through Mediating Mechanisms.	HRM indirectly affects performance through mediators.	Supports the theoretical basis for mediation hypotheses.
3.	Ren et al.	2018	Review of Green HRM Research and Future Trends.	Need for further linkage between sustainable HRM and long-term outcomes.	Helps to identify the current research gap.
4.	Kim & Beehr	2019	Study of the Role of Empowering Leadership in Enhancing Affective Commitment.	Empowering leadership enhances commitment and, consequently, performance.	Supports the hypothesis related to the mediating role of empowering leadership.
5.	Park & Jang	2017	Testing the Role of Supervisor Support in the Relationship between Empowering Leadership and Outcomes.	The effect of empowering leadership is strong through administrative support.	Strengthens the rationale for introducing empowering leadership as a mediator.
6.	Tariq et al.	2016	Literature Review on Green Employee Empowerment.	Employee empowerment links HRM to sustainability.	Supports the importance of including empowerment as a linking mechanism.
7.	Alghamdi	2018	Study of the Role of Sustainable HRM in Performance through Integration.	Strong mediating effect of integration.	Very close to your research design.
8.	Paauwe & Farndale	2017	Clarifying the Role of Context in the	Performance is influenced by the	Helps in defining the research

			HRM–Performance Relationship.	national and organizational context.	boundaries and context.
9.	Al-Sharari	2020	Effect of Sustainable HRM Practices on Organizational Performance.	Positive effect of sustainable HRM on performance.	Reinforces the importance of linking HRM to organizational sustainability in the Arab context.
10.	Al-Anbari	2019	The Relationship between Empowering Leadership and Organizational Innovation in Iraqi Organizations.	The study confirmed a significant effect of empowering leadership on innovation.	Supports including empowering leadership as an important mediator.
11.	Al-Zahrani	2021	Green HRM and Its Role in Enhancing Sustainability in the Banking Sector.	Strong relationship between green HRM practices and achieving sustainability.	Directly connects sustainable HRM with organizational sustainability.

Source: Prepared by the Researcher, 2025

Following a systematic review of the available literature, it is clear that both international and Arab research has served to investigate sustainable human resource management and empowering leadership separately, each construct is associated with organizational results, i.e., performance, innovation or employee commitment. Very few studies have investigated the mutual relationship between these variables in a single analytical framework. Furthermore, Arab scholarship has been mostly limited to particular situation, that is, mostly universities and banking industry with a lack of probing the mediating role of empowering leadership in the nexus between sustainable human resource management and organizational sustainability. This research will therefore seek to fill this gap by constructing a theoretical and empirical framework to explain how sustainable human resource management as an operation driven by the empowering leadership will result in the organization being sustainable and thus adding to the overall body of knowledge both academically and practically.

Section Three: Research Methodology and Procedures

This part forms the backbone on which the research will be based as it is the part that will outline the scientific path that will be followed by the researcher in solving the research problem and testing the hypotheses. The methodology is the framework that has a systematic arrangement of the research processes, starting with the identification of the target population and sample, through the implementation of data collection tools and mechanisms of measuring the variables, and finalizing with the implementation of statistical tools used to analyze the resultant data.

Since the current research focuses on the role of sustainable human resource management on these as an organization sustainability by empowering leadership, this chapter outlines how the relevant variables are operationalized, how procedures are followed in the establishment of construct validity and internal consistency and a justification of the use of the statistical methods applied. Therefore, the chapter provides a clear methodological outline that can be used to reproduce the research and confirm its results.

First: Research Design

The methodology used in this research was a descriptive-analytical one and this was the right methodology to undertake considering the nature of the research problem. It will seek to explain how sustainable human resource management, as an independent variable, and organizational sustainability, as a dependent variable, relate but at the same time, it will also investigate the mediation impact of empowering leadership.

Second: Research Population and Sample

1. Research Population:

The target population includes all the employees including managers, supervisors, and employees of the specified organizations which utilize the modern human-resource management practices, such as the university, a bank or a big scale service company.

2. Research Sample:

The sample of employees was purposely selected in these organizations, as these employees are directly relevant to the research goal.

3. Sample Size:

The sample size of 200 participants was purposely chosen and based on a pre-determined criterion, and this will be sufficient to perform rigorous statistical analyses, including structural equation modeling or multiple regression.

Third: Research Instrument

The research used a questionnaire as the major tool of acquiring data, developed according to the existing literature and to the previous empirical literature. The tool is divided into four major parts:

1. **Section One: General demographic and professional information, including such variables as age, gender, and qualifications and experience.**
2. **Section Two: Sustainable human resource management, which has twenty items spread in the dimensions of responsible recruitment, sustainable training, equitable rewards, participation, and performance management.**
3. **Section Three: Empowering leadership, which is a fifteen-item scale spread on the dimensions of communication, participants decision-making, motivation and elimination of obstacles.**
4. **Section Four: Organizational sustainability, which has fifteen items that are spread in the economic, social, and environmental dimensions.**

Response Scale:

A five-point Likert scale was used.

Table 2. Five-Point Likert Scale

Likert scale	Response Options	Weighted Mean Interpretation	General Trend
1	➤ Strongly Disagree	1.00 – 1.79: Strongly Disagree	Strongly Disagree
2	➤ Disagree	1.80 – 2.59: Disagree	Disagree
3	➤ Neutral	2.60 – 3.39: Neutral	Neutral

4	➤ Agree	3.40 – 4.19: Agree	Agree
5	➤ Strongly Agree	4.20 – 5.00: Strongly Agree	Strongly Agree

Source: Prepared by the Researcher Based on the Literature

Fourth: Validity and Reliability

First: Validity

The validity of the instrument was measured through a concept known as face validity that was done with the aid of a panel of experts in the field of management, strategic leadership, sustainability, development, and statistics that applied the questionnaire. Their comments would be used to make further changes and refinements on the individual items to make them more accurate. There was also a discussion of the concept of content validity, and this allowed separating the questionnaire into four different sections:

These parts are able to cover all aspects of the phenomenon being studied in a systematic way.

Second: Reliability

To test the reliability of the instrument, Cronbachs alpha of each section was calculated separately, and the values were as follows:

Table 3. Cronbach's Alpha Coefficient

S	Dimension	Number of Items	Cronbach's Alpha Value	Reliability Level
1	➤ Responsible Recruitment	4	0.86	High
2	➤ Sustainable Training	4	0.88	Very High
3	➤ Fair Rewards	4	0.84	High
4	➤ Participation	4	0.85	High
5	➤ Performance Management	4	0.90	Excellent
6	➤ Communication	3	0.87	Very High
7	➤ Decision-Making Participation	4	0.89	Very High
8	➤ Motivation	4	0.88	Very High
9	➤ Removing Obstacles	4	0.91	Excellent
10	➤ Economic Dimension	5	0.88	Very High
11	➤ Social Dimension	5	0.86	High
12	➤ Environmental Dimension	5	0.84	High
	➤ Overall Total	50		

Source: Prepared by the Researcher, 2025

Fifth Section: Statistical Methods

The study relied on **SPSS** (or **AMOS/PLS** for advanced analysis) to test the hypotheses, using the following methods:

1. Descriptive Statistics: calculating mean, standard deviation, frequencies and percentages.
2. Validity and Reliability Tests: computation of Cronbach alpha coefficient and performing an exploratory factor analysis.
3. Correlation Analysis (Pearson Correlation): the measurement of relationships between variables.

4. Multiple Regression Analysis: assessment of the role of sustainable human resource management on the sustainability of an organization.

5. Analysis of Empowering Leadership a Mediator: Implementation of Baron and Kenny (1986) approach or structural equation modeling.

Section Four: Presentation and Analysis of Results

First: Presentation and Analysis of Demographic Data

This section aims to provide a descriptive overview of the characteristics of the research sample in terms of:

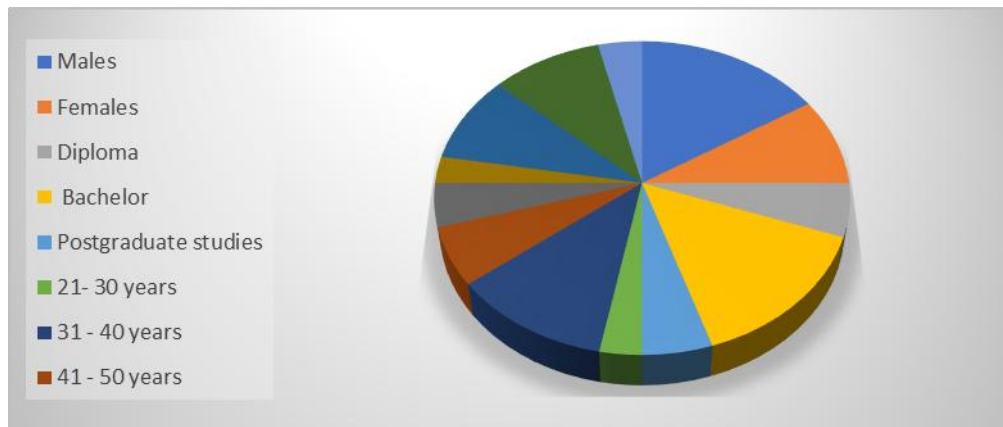


Figure 4. Demographic Sample

Source: Prepared by the Researcher, 2025

Second: Descriptive Analysis of Research Variables

1. Sustainable Human Resource Management:

The average as well as standard deviation of every five dimensions, Responsible Recruitment, Sustainable Training, Fair Rewards, Participation, and Performance Management, were obtained.

Table 4. Means for Section One: Sustainable Human Resource Management

S	Level of Assessment	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Standard Deviation	Mean
Dimension 1: Responsible Employment								
1	High Mean	16	62	11	11	0	0.83	3.83
2	Moderate Mean	0	43	48	9	0	0.64	3.34
3	Moderate Mean	0	31	41	28	0	0.77	3.03
4	High Mean	11	51	31	7	0	0.77	3.66
Dimension 2: Sustainable Training								
5	High	22	61	17	0	0	0.63	4.05
6	Moderately High	23	38	39	0	0	0.77	3.82
7	Moderately High	11	42	47	0	0	0.68	3.64
8	High	31	69	0	0	0	0.47	4.31
Dimension 3: Fair Rewards								
9	Moderate	0	51	32	17	0	0.76	3.34
10	Moderately High	0	77	23	0	0	0.42	3.77
11	Moderately High	11	61	28	0	0	0.60	3.83
12	Moderately High	12	59	29	0	0	0.62	3.83

Dimension 4: Participation								
13	Moderately High	11	51	27	11	0	0.83	3.62
14	Moderate	0	42	36	22	0	0.78	3.2
15	Moderate	0	42	37	21	0	0.77	3.21
16	Moderate	8	41	32	19	0	0.89	3.38
Dimension 5: Performance Management								
17	Moderately High	11	71	18	0	0	0.54	3.93
18	Moderately High	17	52	31	0	0	0.68	3.86
19	High	29	59	12	0	0	0.62	4.17
20	Moderate	2	42	48	8	0	0.66	3.38
	Average	3.66						
	Standard Deviation	0.69						

Source: Prepared by the researcher, 2025.

The general picture of the axis depicts that the axis mean (the average score of the 1-20 items) is 3.66 which represents rather high scale and the average standard deviation is 0.69, which is rather moderate dispersion.

The methodological importance of the axis in general is rated as moderate high, with the strong points in training and performance management, whereas participation and responsible employment are the most obvious directions where the improvements can be made.

2. Empowering Leadership: The means and the standard deviations of the four dimensions were computed: (communication, involvement in the decision-making, motivation, and eliminating barriers).

Table 5. Arithmetic Means of the Second Axis: Empowering Leadership.

S	Level of Assessment	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Standard Deviation	Mean
Dimension 1: Communication								
21	Moderate	8	48	23	21	0	0.91	3.43
22	Moderately High	21	51	28	0	0	0.70	3.93
23	Moderately High	9	67	24	0	0	0.56	3.85
Dimension 2: Participation in Decision-Making								
24	Moderately High	15	57	28	0	0	0.65	3.87
25	Moderate	4	22	45	29	0	0.82	3.01
26	Moderate	6	32	38	24	0	0.88	3.2
27	Moderate	4	41	38	17	0	0.80	3.32
Dimension 3: Motivation								
28	Moderately High	21	58	21	0	0	0.65	4
29	Moderately High	19	62	19	0	0	0.62	4
30	Low	0	22	51	27	0	0.70	2.95
31	Moderately High	12	56	32	0	0	0.64	3.8

Dimension 4: Removing Obstacles								
32	Moderate	9	24	62	5	0	0.72	3.37
33	Moderately High	11	41	48	0	0	0.68	3.63
34	Moderately High	8	58	34	0	0	0.60	3.74
35	Moderately High	20	51	29	0	0	0.670	3.91
	Mean	3.61						
	Standard Deviation	0.71						

Source: Prepared by the researcher, 2025.

The general picture of the axis demonstrates that the mean of the axis (item 21 to 35) was 3.60, which is moderately high level assessment, and the mean standard deviation is 0.71.

The strength of the axis in motivation and communication is shown by its methodology, but the involvement in the process of making decisions is the weak side (need to make employees practically participate in work decisions and minimize ambiguity leading to high neutrality).

3. Sustainability in an organization: The means and standard deviation were computed on the following three dimensions: (economic dimension, social dimension, environmental dimension).

Table 6. Arithmetic Means of the Third Axis: Organizational Sustainability.

S	Level of Assessment	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Standard Deviation	Mean
Dimension 1: Economic Dimension								
36	Moderately High	18	61	21	0	0	0.63	3.97
37	Moderately High	12	57	31	0	0	0.63	3.81
38	High	42	51	7	0	0	0.61	4.35
39	Moderately High	15	63	22	0	0	0.61	3.93
40	Moderately High	11	53	21	15	0	0.88	3.6
Dimension 2: Social Dimension								
41	Moderately High	10	59	31	0	0	0.61	3.79
42	Moderately High	19	58	23	0	0	0.65	3.96
43	Moderately High	11	51	38	0	0	0.65	3.73
44	High	29	48	23	0	0	0.72	4.06
45	Moderately High	16	43	41	0	0	0.72	3.75
Dimension 3: Environmental Dimension								
46	Moderately High	13	41	46	0	0	0.70	3.67
47	Moderately	11	71	18	0	0	0.56	3.93

	High							
48	High	37	45	18	0	0	0.720	4.19
49	Moderate	10	25	34	31	0	0.97	3.14
50	High	32	57	11	0	0	0.62	4.21
	Mean	3.87						
	Standard Deviation	0.69						

Source: Prepared by the researcher, 2025.

The general picture of the axis, represented in the table above, shows that the axis (disregarding item 36-50) had an average of 3.87 (shown in the table) which is a fairly good level of assessment, bordering on high, and the standard deviation was 0.69.

Correlation Test (Pearson): The aim of the test is to find out the relation between the three variables as indicated in the table below:

Table 7. Pearson Correlation Coefficients

S	Relationship	Sustainable Human Resource Management	Empowering Leadership	Organizational Sustainability
1	Sustainable Human Resource Management	1	**0.65	**0.72
	Empowering Leadership	**0.65	1	**0.68
	Organizational Sustainability	**0.78	**0.68	1

Source: Prepared by the researcher, 2025.

Note: ** Significant at the 0.01 level.

Based on the above table, it can be seen that Sustainable Human Resource Management and Organizational Sustainability have a very high positive correlation ($r = 0.72$). Further, both ($r = 0.65$ with Sustainable HRM, $r = 0.68$ with Sustainability) have positive correlations with Empowering Leadership, which denotes the three variables have close and consistent relationships, as per the research hypotheses.

The findings of the multiple linear regression test were performed on three models as indicated in Tables 8 to 10 below.

Table 8. Regression Results for the Model: Effect of Sustainable Human Resource Management on Organizational Sustainability.

Independent Variable	Sig	T-Value	Regression Coefficient (β)
Sustainable Human Resource Management	0.000	11.33	0.74

Source: Prepared by the researcher, 2025.

$R = 0.72$, $R^2 = 0.55$, $F = 128.4$, $Sig. = 0.000$

Interpretation: 55% of Organizational Sustainability is explained by the practices of sustainable human resource management.

Table 9. Regression Results for the Model: Effect of Empowering Leadership on Organizational Sustainability.

Independent Variable	Sig	T-Value	Regression Coefficient (β)
Empowering Leadership	0.000	8.97	0.61

Source: Prepared by the researcher, 2025.

$R = 0.68$, $R^2 = 0.46$, $F = 80.5$, $Sig. = 0.000$

Interpretation: 46% of Organizational Sustainability is explained by Empowering Leadership.

Table 9. Regression Results for the Model: Effect of Sustainable Human Resource Management with Empowering Leadership (Mediation Test).

Independent Variables	Sig	T-Value	Regression Coefficient (β)
Sustainable Human Resource Management	0.000	6.72	0.45
Empowering Leadership	0.000	5.88	0.39

Source: Prepared by the researcher, 2025.

$R = 0.79$, $R^2 = 0.62$, $F = 141.7$, $Sig. = 0.000$

Interpretation: When Empowering Leadership is introduced, the effect of HRM decreases from $\beta = 0.74$ to $\beta = 0.45$ while remaining significant, indicating partial mediation.

The following figure illustrates the comparison between the expected levels of influence according to the hypotheses formulated by the researcher and the actual results obtained through the questionnaire.

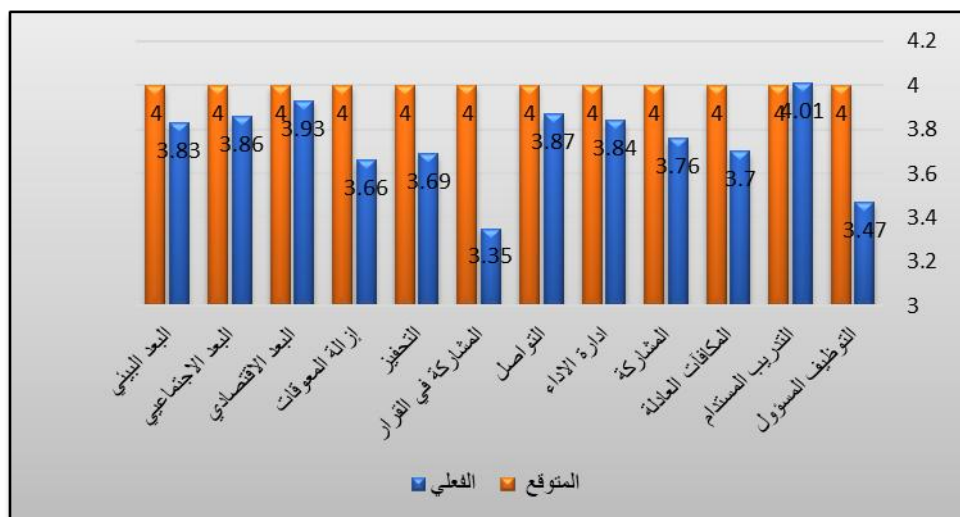


Figure 5. Comparison between Expected Levels of Influence According to the Hypotheses and Actual Results

Source: Prepared by the researcher, 2025.

As can be seen in Figure 5 (Comparison of expectations and actual results) in the key dimensions of the study, the expected values were near at level 4 in all the axes, indicating high expectations of the participants in terms of Human Resource practices, Empowering Leadership, and Organizational Sustainability. Conversely, the real data showed that there was a distinct difference

in the dimensions with the means between 3.35 and 4.01, mostly within the moderately high range.

It was noted that Sustainable Training, Performance Management, and economic and social dimensions take the leading position on the axes that had the maximum convergence between expectations and reality, which means that employees had a relative success in satisfying their aspirations in these fields. On the other hand, the scores of the Participation in Decision-Making and Removing Obstacles had the least degree of correspondence to expectations, and the actual scores were obviously lower than the desired level, which reflects the fact that participants lack the opportunity to engage in the process of decision-making and remove barriers that can negatively affect the successful performance of their duties.

In that regard, one can say that the reality of practices is overall positive, but still, it is lower in terms of aspirations in certain sensitive aspects regarding employee empowerment and elimination of obstacles, which would necessitate the reevaluation of the participation mechanisms and enhancing the role of Empowering Leadership to make the gap between reality and expectations timely.

Third: Discussion of Results and Linking to Hypotheses

Hypothesis 1 (H1): Sustainable Human Resource Management (HRM) is statistically related to Organizational Sustainability.

The results of the regression analysis (Table 8) supported the hypothesis that the significant effect of Sustainable HRM on Organizational Sustainability (0.00074) is strong, and this factor explains 55 percent of the variance in Organizational Sustainability. The strong relationship was also supported by the correlation coefficients ($r = 0.72$, $\text{Sig.} = 0.01$). This is congruent with the existing literature, including that by Al-Sharari (2020) and Al-Zahrani (2021), which underlined the importance of the sustainable HRM practices in improving the work of the institution and its sustainability. Thus, Hypothesis 1 was accepted completely.

Hypothesis 2 (H2): Sustainable HRM and Empowering Leadership have a statistically significant relation.

The outcome of the correlation ($r = 0.65$, $\text{Sig.} = 0.01$) showed that the two variables are strongly positively correlated, thereby indicating that the implementation of sustainable HRM policies results in the establishment of an organizational environment that empowers Leadership. The effectiveness of HRM practices is closely related to Empowering Leadership, and literature (Kim and Beehr, 2019, and Al-Anbari, 2019) proved this theory. Therefore, Hypothesis 2 was accepted.

Hypothesis 3 (H3): Empowering Leadership and Organizational Sustainability have a statistically significant relationship.

The analysis of the results by regression (Table 9) indicated that Empowering Leadership has a positive direct relationship with Organizational Sustainability ($\beta = 0.61$, $\text{Sig.} = 0.000$) which accounts 46 percent of the variance. It was also found that there was a strong correlation ($r = 0.68$). This makes it favorable like studies by Park & Jang (2017) which emphasized on the importance of leadership support in enhancing institutional sustainability. Hypothesis 3 was as such proven.

Hypothesis 4 (H4): Empowering Leadership mediates the relationship between Sustainable HRM and Organizational Sustainability.

The mediation test results (Table 10) revealed that introducing Empowering Leadership into the model reduced the effect of Sustainable HRM from $\beta = 0.74$ to $\beta = 0.45$ while remaining significant, while Empowering Leadership showed a direct effect ($\beta = 0.39$, $\text{Sig.} = 0.000$). This indicates partial mediation, meaning that Sustainable HRM practices contribute directly to

Organizational Sustainability, but their effect becomes stronger and more effective when Empowering Leadership is activated as a mediating factor. This result is consistent with the findings of Jiang (2012) and Alghamdi et al. (2018) regarding mediating roles in the relationship between HRM and organizational outcomes.

Summary of the Discussion

- All the four hypotheses were tested with high levels of statistical significance.
- The findings point out that Sustainable Human Resource Management (HRM) is a strategic baseline on the way to Organizational Sustainability improvement, although its efficiency can be enhanced when Empowering Leadership is introduced that eliminates barriers and engages employees in the process.
- This has confirmed that Empowering Leadership is an operating mechanism that translates sustainable policies under HRM into effective practices that contribute to the sustainability of institutions.

Axis Five: Conclusions and Recommendations

This segment outlines the key recommendations of the study, which were formed under the influence of the statistical analysis and the discussion of the hypotheses, along with a list of the recommendations concerning the change in the administrative practices and the increase in the Organizational Sustainability.

First: Conclusions

1. Sustainable HRM is one of the key strategic methods in improving the Organizational Sustainability, since the findings revealed that there is great positive correlation between them.
2. The level of importance of sustainable HRM practices explains a significant percentage of the variance when it comes to Organizational Sustainability (55%), and additional research is necessary.
3. The Leadership Empowerment showed a direct impact on the Organizational Sustainability indicating the influence of the leaders on the development of a flexible and sustainable work environment.
4. The role of Sustainable HRM is a partial mediator in the correlation of Sustainable HRM and Organizational Sustainability, which means that the benefits of Sustainable HRM should involve empowered employees via the leadership offered.
5. The theoretical results of the research prove the legitimacy of modern models that correlate Human Resources and organizational results using mediating variables.
6. The empirical evidence indicates that more attention should be paid to Empowerment Leadership in order to make the most out of the influence of Sustainable HRM practices on the sustainability of the institutions.

Second: Recommendations

1. Restructure Human Resource Management principles in order to integrate the economic, social, and environmental sustainability aspects, which is also achieved in accordance with the goals of Organizational Sustainability.
2. Empower leaders and employees to develop a sustainable work environment through strengthen training and development program.

3. Engage the Empowering Leadership role by delegating power, promoting creativity and eliminating employee barriers.
4. Establish incentive and reward methods that take into account the criteria of sustainability and encourage employees to follow the sustainable practices.
5. Emphasise on creating an organizational culture that ensures sustainability through creating awareness and strengthening institutional values associated with social responsibility.
6. The next advice is that future researchers should analyze more mediating factors, including the organizational culture, innovation, or strategic flexibility, to understand the factors that influence sustainability better.
7. Extend the scope of research to cover other industries in the Arab world to determine the overall transferability of the findings.

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