

## THE CONSTRUCT OF INTEGRATING STRATEGIC HUMAN RESOURCE MANAGEMENT AND RESOURCE-BASED VIEW TOWARDS CORPORATE SUSTAINABLE DEVELOPMENT

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### Abstract

This paper investigates the integration of Strategic Human Resource Management (SHRM) and the Resource-Based View (RBV) to advance Corporate Sustainable Development (CSD), using a regional teaching hospital in central Taiwan as a case study. SHRM is examined as a strategic mechanism to align human resource practices with long-term organizational goals, while RBV provides a lens to understand how internal capabilities, particularly human capital, dynamic capabilities, and intangible assets, drive sustainable advantage. Through in-depth interviews from the Human Resources Department, Clinical Division, and Nursing Division, this paper identifies how strategic HR practices and internal resources are mobilized to support environmental initiatives and long-term sustainability. Findings reveal that cross-functional collaboration, internal orientation, and Green HRM are essential to operationalizing sustainability goals in healthcare. This paper offers practical insights for managers and policymakers on how to effectively align HR strategies and resource-based capabilities to achieve sustainable development in complex service organizations.

**Key Words:** Strategic Human Resource Management (SHRM), Resource-Based View (RBV), Corporate Sustainable Development (CSD)

## Introduction

In today's global society, the corporate sustainable development has become a guiding framework for companies and organizations to consider social, environmental, and ethical factors alongside pursuing economic success. In the process of achieving the corporate sustainable development, businesses need to integrate diverse resources and effectively manage human resources to ensure sustainable development. Zhykharieva et al. (2021) emphasized that a key aspect of enterprise sustainable development is the creation of an effective human capital management strategy. This strategy should focus on breaking down sustainable development objectives, fostering a favorable organizational culture, and developing business models based on effective consumer communication. It should also involve selecting cutting-edge business organization forms, including those in social business, to advance the main objectives of sustainable development. Human resource management processes should focus not only on operational activities but also on enhancing employees' personal competitiveness. This can be achieved by developing corporate knowledge through corporate universities and e-learning systems, which serve as key instruments for sustainable enterprise development (Zhykharieva et al., 2020).

Another crucial factor for sustainable development is fostering an appropriate organizational culture and encouraging collaboration within and between firms, as these create shared experiences

and a healthy business environment. Innovative social business structures, which develop new tools for addressing and financing social issues, also support this goal. The key elements for success in these areas are effective human resource management and the optimal use of human resources. In addition, the concept of strategic human resource management (SHRM) is defined as a comprehensive system of practices, policies and strategies through which organizational management is influenced by business strategy, organizational environment and economic and social factors on human capital (Mulla and Premarajan, 2008). As societal expectations for corporate social responsibility continue to rise, companies need to engage more actively in sustainable development by leveraging their unique resources to achieve long-term competitive advantage.

The motivation for this paper is to explore strategic human resource management and resource integration to reveal the potential value and challenges companies face in achieving sustainable development. Through an in-depth analysis of corporate resource-based view and human resource management strategies, we aim to provide practical guidelines for better outcomes in the corporate sustainable development implementation. Therefore, this paper integrates SHRM and RBV to analyze the context and motivation of companies pursuing sustainable development, aiming to gain a deeper understanding of the challenges and opportunities companies encounter in realizing the sustainable development

and to offer practical management suggestions.

## Literature Review

### *Strategic Human Resource Management (SHRM)*

Strategic Human Resource Management (SHRM) has undergone several developmental stages, with shifts in focus across these phases (Marler and Fisher, 2013; Lengnick-Hall et al., 2009). In the initial stage, SHRM primarily adopted a contingency perspective, emphasizing the alignment of internal HR activities with corporate strategy. This stage stressed the vertical integration of corporate strategy with HR structures and activities and its impact on business performance. Concurrently, horizontal integration was also highlighted, focusing on the synergy among various HR practices (Lepak et al., 2006). The configurational theory advocated that different firms or industries might have distinct optimal combinations of HR practices, while the universalistic perspective posited the existence of a best practice model applicable across various strategies or organizational contexts (Lepak et al., 2006; Snell et al., 2001). Subsequently, SHRM's focus shifted to viewing human resources as a source of strategic contribution. Unlike the adaptive emphasis of the first stage, this phase focused on enhancing organizational performance through HR practices that build human capital, social capital, organizational capital, and knowledge management systems.

Related research highlighted that SHRM achieves better performance through specific mediating mechanisms. During this period, SHRM research was primarily based on the Resource-Based View (RBV) framework (Barney, 1991). The RBV posits that a firm's competitive advantage stems from its internal resources and capabilities. According to RBV, competitive resources must be valuable, rare, inimitable, and non-substitutable. Many SHRM scholars argue that high-value HR systems meet these RBV criteria (Wright et al., 2001) because high-performance HR systems enhance employee engagement, improve productivity, and create value. These systems develop within specific organizational contexts, possess organizational complexity, and causal ambiguity, making them not only rare but also difficult to imitate and substitute.

Recent developments in SHRM have focused on the effective implementation of HR policies and practices and the realization of strategic intent (Lengnick-Hall et al., 2009; Marler and Fisher, 2013). Recently, research on Strategic Human Resource Management (SHRM) has become a focal point within the broader field of Human Resource Management (HRM). These studies aim to integrate relevant issues at the corporate level, offering robust critiques of previous research. Earlier studies largely operated independently of other corporate strategies and policies, focusing solely on HRM strategies and practices while neglecting the overall corporate context (Lepak and Snell, 2002). To elucidate how specific strategies can be integrated

into HR policies, relevant approaches are continuously evolving to adapt to the changing environment.

Generally, SHRM employs two approaches: an external orientation and an internal orientation. The external orientation emphasizes corporate issues and external environment analysis, such as industry structure, competition, and consumers, which serve as the starting points for HR strategy management. In contrast, the internal orientation aims to overcome the limitations of the external approach in meeting the competitive demands and challenges of dynamic environments. The internal orientation, supported by the Resource-Based View (RBV) theory, defines the integration process between HR strategies and policies. According to the RBV approach, a company's capabilities and resources are crucial for achieving rents and sustainable competitive advantage. The internal orientation mainly focuses on the current state of HRM, asserting that SHRM is constrained by a company's internal capabilities and core competencies (Pauwe and Boselie, 2003).

#### *Resource-Based View (RBV)*

In the 21st century knowledge economy, employees are recognized as knowledge workers, emphasizing the pivotal role of human capital in driving organizational value (Becker, Ulrich, and Huselid, 2001). Youndt (2004) asserts that human capital serves as a primary indicator of organizational learning and underpins the core competitiveness of an organization. Alpan et al. (2010)

underscore that human capital, encompassing personal knowledge, skills, and the capabilities of organizational teams, forms the essential foundation for individual entrepreneurship and innovation outcomes. Thus, human capital constitutes a critical input factor in business operations. Research by Segal, Borgia, and Schoenfeld (2010) reveals that higher levels of education, extensive management experience, and longer tenure correlate positively with enhanced performance. Similarly, Samad (2013) identifies education, training, knowledge, skills, and innovative capabilities as factors contributing positively to performance.

Accordingly, the resource-based theory posits that companies attain competitive advantage by possessing unique, non-replicable, or irreplaceable resources. These distinct resources enable companies to deliver unique value propositions, attract customers, and penetrate markets, while facilitating adaptive responses to evolving environments. Consequently, the resource-based theory advances the concept of dynamic capabilities, emphasizing that a company's success hinges not solely on possessing unique resources but also on its capacity to swiftly adjust, learn, adapt, and innovate. Dynamic capabilities empower companies to sustain competitive advantage amidst continual environmental changes.

Furthermore, integrating Resource-Based View (RBV) with the perspective of Human Resource Management

(HRM), particularly emphasizing Strategic Human Resource Management (SHRM), provides a comprehensive and concrete understanding of the formation and sustainability of competitive advantages for businesses. Based on Resource-Based Theory, Barney (1991) argues that core resources of firms should possess value, rarity, inimitability, and non-substitutability. Within this framework, human resources are regarded as a core resource, especially when businesses achieve the uniqueness and inimitability of talent through strategic human resource management practices such as professional training and cultural development.

Strategic Human Resource Management emphasizes aligning HRM practices with strategic goals of the organization. Integrating Resource-Based Theory with SHRM underscores that businesses should ensure they possess and develop distinctive capabilities that support competitive advantages through appropriate HR resource allocation. However, amidst rapid environmental changes, there is an evolving emphasis on businesses needing dynamic capabilities — the ability not only to possess valuable resources but also to continuously adjust and adapt to changing environments.

From this perspective, the focus of Strategic Human Resource Management expands to nurturing organizational learning, innovation, and adaptive capabilities to meet evolving market demands. Thus, the integration of Re-

source-Based Theory and Strategic Human Resource Management encompasses knowledge management, talent development, organizational culture, and shared values. By developing and managing talent effectively, businesses can ensure they possess knowledge and skills that continuously create value, while fostering an organizational culture conducive to resource integration and talent development. This approach enables businesses to effectively achieve corporate sustainable development and sustain long-term competitive advantages.

#### *Corporate Sustainable Development (CSD)*

Sustainability has increasingly become a central concern in the operations of modern organizations (Jackson & Seo, 2010; Belal, 2002; Jackson et al., 2011). A substantial body of research suggests that environmentally responsible practices not only improve organizational performance but also foster sustainable competitive advantage (Faleye & Trahan, 2011; Li et al., 2010). Consequently, a growing number of firms are placing greater emphasis on environmental issues, recognizing that ecological responsibility aligns closely with their long-term strategic objectives (Norton et al., 2017; Wiernik et al., 2016).

Among the theoretical foundations that explain sustained organizational success, the Resource-Based View (RBV) has emerged as one of the most influential and widely cited frameworks

in management literature. It seeks to illuminate the internal resources and capabilities that drive long-term competitive advantage (Kraaijenbrink et al., 2010). Within this framework, scholars argue that while financial resources may generate short-term gains, they alone are insufficient for enduring competitive success (Zahra, 2021). Although financial capital can provide a strategic entry point in niche markets, long-term organizational growth and resilience depend on the integration of additional core capabilities—such as marketing acumen, innovation potential, and intangible assets like the development and quality of human resources.

In this context, Green Human Resource Management (GHRM) has gained prominence as a vital component of environmental management, situated within the broader framework of Sustainable Human Resource Management (SHRM) (Mazur, 2015; Pabian, 2015; Poczowski, 2016). This evolving paradigm redefines the HR function by embedding ecological goals across all human resource domains, including workforce planning, recruitment, selection, motivation, training and development, performance appraisal, and the cultivation of workplace conditions. Rooted in corporate social responsibility (CSR) principles (Mandip, 2012), GHRM involves the strategic deployment of HR policies to promote sustainable resource use and actively support environmental protection efforts (Zoogah, 2011; Mampira, 2013).

Renwick, Redman, and Maguire (2013) proposed the impact of Green Human Resource Management (GHRM) on corporate sustainable development, particularly within the context of Strategic Human Resource Management (SHRM) concerning environmental and social responsibility. The results indicated that GHRM significantly influences the promotion of corporate sustainable development, including (1) Enhance environmental awareness: Through green training and development, employees' environmental awareness and skills are enhanced, enabling them to adopt more environmentally friendly actions in their work. (2) Improve environmental performance: The implementation of green performance management and evaluation systems helps companies continuously monitor and improve their environmental performance. (3) Increase employee engagement: Through green rewards and compensation policies, employees' motivation and participation in environmental activities are heightened, thereby promoting the achievement of the company's overall environmental goals.

#### Conceptual Framework Design

This paper integrates Strategic Human Resource Management (SHRM), Resource-Based View (RBV), and Corporate Sustainable Development (CSD) as the three core dimensions. Each dimension is further divided into three sub-dimensions derived from the literature, as shown in Figure 1.



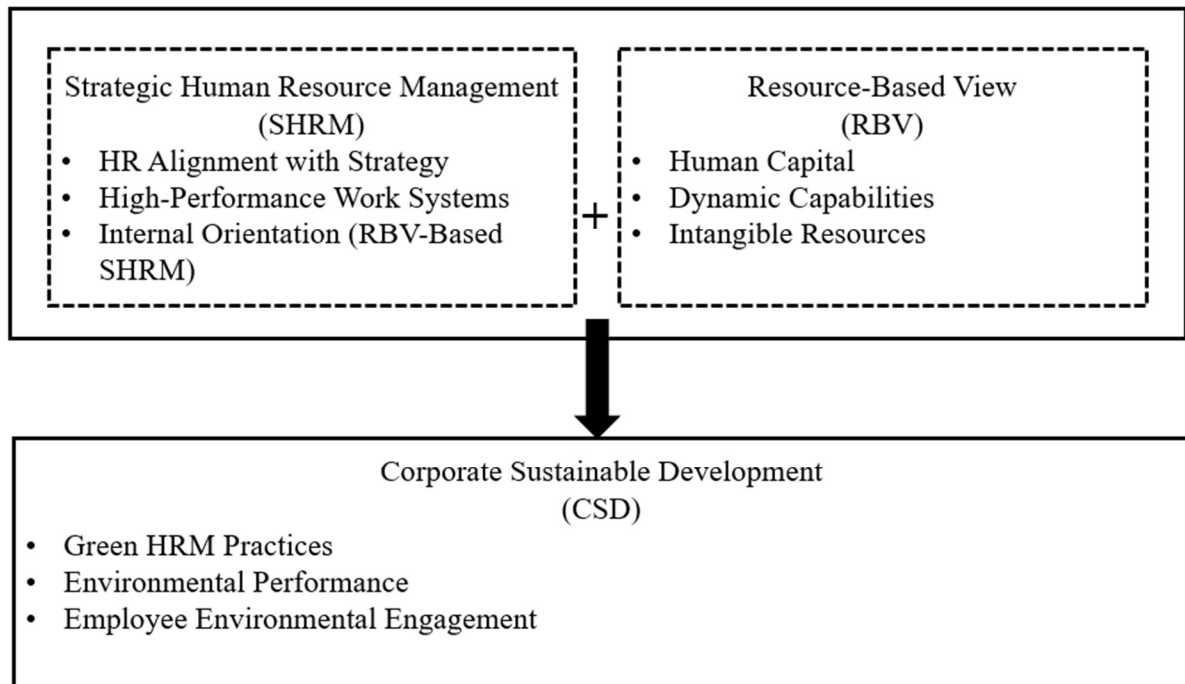


Figure 1. Conceptual Framework

Strategic Human Resource Management (SHRM) focuses on aligning human resource practices with the strategic goals of the organization to enhance organizational performance and competitiveness. Sub-dimension one is HR Alignment with Strategy. This dimension emphasizes the vertical and horizontal integration of HR practices with business strategy. Vertical alignment ensures that HR supports the overall direction of the firm, while horizontal alignment ensures consistency among HR practices themselves (Lepak et al., 2006). Sub-dimension two is High-Performance Work Systems (HPWS). HPWS refer to a coherent set of HR practices—such as selective hir-

ing, comprehensive training, performance-based rewards, and participative decision-making—that together enhance employee capabilities, motivation, and opportunities to contribute (Wright et al., 2001). Sub-dimension three is Internal Orientation (RBV-Based SHRM). This sub-dimension highlights the organization's focus on leveraging internal capabilities and core competencies through strategic HRM. It aligns with RBV by emphasizing the development of firm-specific human capital that is difficult to imitate (Paauwe and Boselie, 2003).

The Resource-Based View (RBV) emphasizes the importance of a firm's internal resources as the foundation for

achieving sustained competitive advantage. These resources must be valuable, rare, inimitable, and non-substitutable (VRIN). Sub-dimension one is Human Capital. Refers to the knowledge, skills, competencies, and experience possessed by employees, which collectively form the intellectual strength of an organization. Human capital plays a critical role in driving innovation, organizational learning, and performance enhancement (Becker et al., 2001; Youndt, 2004). Sub-dimension two is Dynamic Capabilities. Dynamic capabilities involve a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. These capabilities are essential for innovation, adaptability, and long-term strategic renewal (Zahra, 2021). Sub-dimension three is Intangible Resources. These include organizational culture, social capital, brand reputation, and employee relationships. Intangible assets are often embedded in the organization and are difficult for competitors to replicate, making them key sources of sustained competitive advantage (Barney, 1991).

Corporate Sustainable Development (CSD) refers to an organization's ability to meet present business needs without compromising future generations' capacity to meet theirs. It integrates environmental, social, and economic considerations into strategic decision-making. Sub-dimension one is Green HRM Practices. These are human resource practices that explicitly

incorporate environmental sustainability goals, such as green recruitment, green training, and green performance evaluation. Green HRM fosters employee behaviors that support environmental objectives (Renwick et al., 2013). Sub-dimension two is Environmental Performance. This refers to an organization's effectiveness in minimizing its environmental impact through resource efficiency, waste reduction, carbon footprint control, and eco-innovation. It is a key metric for evaluating sustainability outcomes (Li et al., 2010). Sub-dimension three is Employee Environmental Engagement. This dimension captures the extent to which employees are aware of, involved in, and committed to environmental sustainability initiatives. Through training, motivation, and green rewards, companies can foster a culture of ecological responsibility (Wiernik et al., 2016; Zoogah, 2011).

Guided by this integrated framework, this paper conducts in-depth case analyses of selected healthcare institutions to investigate how strategic HR practices, internal capabilities, and sustainability goals interact in real-world settings. The case study approach enables a contextualized understanding of how organizations operationalize the principles of SHRM and RBV to achieve sustainable development objectives, particularly in complex and resource-intensive sectors such as healthcare.

#### Data Collection and Case Study Analysis



The healthcare system serves as a critical and complex organizational context for examining the integration of the Strategic Human Resource Management (SHRM), Resource-Based View (RBV), and Corporate Sustainable Development (CSD). Healthcare institutions are inherently resource-intensive, people-centered, and mission-driven organizations that operate in highly regulated, dynamic, and socially impactful environments. These characteristics make them uniquely suitable for exploring how HR strategies and internal resources can be aligned to support long-term sustainability goals. This paper selected a representative regional teaching hospital located in central Taiwan, Chang Bing Show Chwan Memorial Hospital, as the case study institution, and referred to the 2023 ESG Sustainability Report of Show Chwan Foundation Chang Bing Show Chwan Memorial Hospital to understand the hospital's current practices and strategic initiatives in environmental, social, and governance (ESG) dimensions, with particular attention to healthcare-specific sustainability practices. The rationale for choosing this hospital lies in its extensive medical experience and significant regional influence, which enable it to provide rich and representative data. These attributes make it a suitable context for exploring the practical application of the Strategic Human Resource Management (SHRM), Resource-Based View (RBV), and Corporate Sustainable Development (CSD) within healthcare institutions.

To ensure a comprehensive understanding from multiple managerial perspectives, three key departments were selected within the hospital, with one representative from each participating in the paper.

(1) Human Resources Department: Responsible for the management and allocation of the hospital's workforce, this unit possesses in-depth knowledge of HR strategies and policies implemented within the organization.

(2) Department Head (Clinical Director): As the leader of a clinical department, this individual provides valuable insights into service quality, resource utilization, and operational efficiency in medical service delivery.

(3) Head Nurse (Nursing Supervisor): In charge of managing clinical nursing operations, the head nurse offers critical perspectives on nursing workforce management, departmental coordination, and staff development.

By involving representatives from these three departments, the paper aims to collect diverse data from different levels and functional areas of hospital management, thereby enhancing the comprehensiveness and richness of the research findings. The selected sample reflects a multi-level and cross-functional perspective within the healthcare setting, ensuring the diversity and completeness of the empirical data. Furthermore, this hospital is considered representative of other regional medical institutions in central Taiwan, making it a relevant benchmark. These case

participants contribute to a more holistic understanding of how SHRM, RBV, and CSD are implemented in healthcare organizations, providing valuable insights and practical recommendations for both academic research and managerial practice.

Case study interview questionnaire design is based on Strategic Human Resource Management (SHRM), Resource-Based View (RBV), and Corporate Sustainable Development (CSD) three major dimensions, as shown in Table 1. (See Table 1. At the end of this article).

Based on interview responses, Human Resources Department, Department Head (Clinical Director) and Head Nurse (Nursing Supervisor), the key findings show as follows.

Firstly, Human Resources Department (HR): Strategic Integrator and Sustainability Driver. The HR department demonstrated a strong orientation toward strategic alignment and internal capability development. Key findings include: (1) Strategic Alignment: HR is actively involved in organizational strategic planning, adapting recruitment, training, and performance management systems to support evolving goals such as digital health and sustainability. (2) High-Performance Systems: The implementation of performance-based bonuses and leadership pipelines reflects a mature High-Performance Work System (HPWS), which is aligned with both SHRM and RBV principles. (3) Green HR Initiatives:

HR has formalized green onboarding, initiated green ambassador programs, and included environmental performance in employee evaluation systems, showing a clear integration of Green HRM with broader sustainability strategies. (4) Resource-Based View: HR views employee development as a core asset, focusing on unique in-house leadership models and difficult-to-replicate cultural practices. Thus, HR acts as a strategic partner that bridges human capital development and corporate sustainability, aligning well with both SHRM and RBV frameworks.

Secondly, Clinical Director: Operational Strategist and Knowledge Resource. The clinical director highlighted the need to balance operational effectiveness with strategic adaptability, underscoring the following themes: (1) Dynamic Capabilities: The department adapts quickly to policy and medical innovation shifts, demonstrating strong dynamic capabilities, especially in the face of crises such as COVID-19. (2) Resource Utilization: Strategic decisions around human capital, such as leveraging dual-specialty professionals and integrating evidence-based protocols, support competitive performance. (3) Green Initiatives: Although not led by the director, environmental initiatives such as reusable surgical equipment and digital documentation are embraced, reflecting a practical, decentralized approach to sustainability. (4) Internal Strengths: Mentorship and interdepartmental collaboration are key intangible assets, enhancing learning

and morale across the team. As a result, the clinical department serves as a critical implementation unit for dynamic capabilities and resource-based strategies, aligning medical operations with both RBV and CSD imperatives.

Thirdly, Head Nurse: People Manager and Cultural Anchor. The head nurse emphasized workforce resilience, hands-on care, and cultural cohesion as key elements of sustainable operations. Major findings include: (1) Human Capital Development: Nurses receive targeted certifications and practical training, supported by in-house rotation and mentoring programs that enhance flexibility and cross-unit collaboration. (2) Team-Oriented HPWS: Performance evaluations are team-based and emphasize peer recognition, reflecting an SHRM approach embedded in daily nursing practice. (3) Sustainability Awareness: The nursing unit champions several green initiatives, including waste reduction, water conservation, and internal awareness campaigns such as “Green Week,” reflecting strong employee engagement in environmental issues. (4) Cultural Strength: A supportive, trust-based environment contributes significantly to employee retention and morale, positioning the nursing team as a key source of organizational stability. Consequently, the nursing division is a microcosm of SHRM and CSD principles in action, where human capital, culture, and environmental responsibility are interwoven into clinical operations.

Cross-role synthesis of the three roles, we find out the following patterns: (1) All departments recognized human capital as a core strategic resource, with development practices closely tied to performance and adaptability. (2) Environmental sustainability, while approached differently, is increasingly integrated into HR, clinical, and nursing functions. (4) Internal orientation and dynamic capabilities are strong across all roles, supporting the RBV framework’s assertion that organizational success depends on unique, non-replicable internal assets. (5) SHRM practices are not siloed within HR but are shared and contextualized across departments, reflecting a holistic strategic human resource environment.

## Conclusions

This paper applied an integrated framework of the Strategic Human Resource Management (SHRM), Resource-Based View (RBV), and Corporate Sustainable Development (CSD) to examine how these theories are practiced in a regional teaching hospital in central Taiwan.

Findings show that the Human Resources Department serves as a strategic partner, aligning HR practices with organizational goals while actively promoting Green HRM and internal capability development. The Clinical Director emphasizes adaptability and collaboration, highlighting dynamic capabilities and specialized expertise as key to sustainable performance. The Head Nurse demonstrates

how frontline leadership integrates team-based HR practices and environmental awareness into daily operations, supported by a strong and cohesive organizational culture.

Across all roles, strategic alignment, internal resources, and environmental responsibility were consistently emphasized. These insights confirm that healthcare organizations can effectively combine SHRM, RBV, and CSD principles to enhance sustainability and build long-term competitive advantage.

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Table 1. Case Study Interview Questionnaire Design

Dimension	Sub-dimension	Interview Questionnaire Design
Strategic Human Resource Management (SHRM)	HR Alignment with Strategy	How are HR practices aligned with the hospital's overall strategic goals? Is there a mechanism to ensure coordination between HR and other departments? How are HR policies adapted to support long-term competitiveness?
	High-Performance Work Systems	What types of training or development programs are available to employees? How do you motivate and retain high-performing employees? Are performance appraisals linked to organizational or departmental goals?
	Internal Orientation (RBV-Based SHRM)	How does the hospital leverage internal strengths and resources when designing HR strategies? Are there any unique HR practices developed in-house that reflect your organization's values or capabilities? How do you ensure your HR policies enhance core competencies rather than follow general standards?
Resource-Based View (RBV)	Human Capital	What are the key competencies and skills that differentiate your employees from those in other institutions? How does your organization invest in the development of professional knowledge and expertise? In what ways do you evaluate the contribution of human capital to your organization's performance?
	Dynamic Capabilities	How does your institution respond to changes in healthcare policies or patient needs? Can you describe any systems or processes that support organizational learning or continuous improvement? How do you encourage innovation or flexibility among staff in daily operations?
	Intangible Resources	How would you describe your organizational culture, and how does it support sustainability or innovation? In what ways do relationships among departments or staff contribute to the hospital's effectiveness? Are there any unique internal processes or traditions that are difficult for other hospitals to replicate?
Corporate Sustainable Development (CSD)	Green HRM Practices	Has the hospital implemented any environmentally focused HR initiatives (e.g., green recruitment, training)? How do you integrate sustainability topics into employee development or orientation programs? Are there formal sustainability roles or responsibilities within HR policies?
	Environmental Performance	What indicators or metrics do you use to monitor environmental impact or performance? Can you provide examples of initiatives that have reduced the hospital's environmental footprint? How are environmental goals communicated across departments?
	Employee Environmental Engagement	How do you promote environmental awareness among staff? Are employees encouraged or rewarded for participating in sustainability initiatives? In your opinion, how engaged are staff members in contributing to the hospital's sustainability goals?