
CHALLENGES AND PARADOXES IN MODERN HUMAN RESOURCE MANAGEMENT AND ITS ROLE IN BUILDING SUSTAINABLE ENTERPRISES

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ABSTRACT:

Debates around corporate social responsibility (CSR) suggest that human resource management (HRM) is well-suited to help companies achieve the goals of many stakeholders. HRM is founded on pluralistic ideals. What strategies may HR professionals employ to actively participate in the corporate social responsibility (CSR) agenda? This is the problem they encounter. This research investigates the solution to that issue by utilizing findings from an SRL. Through this approach, we can ascertain the crucial roles of human resource management in establishing sustainable organizations and highlight the challenges that arise from conflicting organizational goals. As a concluding step, this analysis provides two recommendations to practitioners: firstly, how to comprehend these conflicting objectives in order to exert a tangible impact on CSR projects, and secondly, where to proceed in terms of further research.

Keywords: Managers of human resources, CSR initiatives, Efficient Management of Materials, Thorough evaluation of existing literature, Theorizing Paradox.

1. Introduction:

Human resource management (HRM) is similar to other organizational functions in that it needs to adjust its methods, policies, and practices to align with the changing needs of enterprises and the societal and political environment (Dulebohn, Ferris, & Stodd, 1995, p. 32). Human resource management (HRM) specialists often present themselves as organizational business partners who promptly adapt to evolving business conditions and actively contribute to organizational strategy (De Gama, McKenna, & Peticca-Harris, 2012; Ulrich & Brockbank, 2009; Wright, 2008). This contributes to strengthening the credibility

and legitimacy of the HRM function, while also improving the position of HRM within businesses. Organizations must now adjust their strategies in order to achieve success in the face of emerging concepts such as corporate social responsibility (CSR) and sustainability, which are becoming increasingly intertwined (Montiel, 2008; Sarvaiya & Wu, 2014). Different viewpoints and interpretations of corporate social responsibility (CSR) and sustainability have been discussed in the literature, which will be evident in the upcoming debate. For the purpose of this research, we have merged the closely associated ideas of corporate social responsibility (CSR) and sustainability. The enlarged definition of CSR/S encompasses an organization's comprehensive endeavors to fulfill the requirements of its diverse stakeholders, such as shareholders, employees, communities, governments, the environment, and future generations.

Businesses face mounting demands from consumers, communities, non-governmental organizations (NGOs), and governments to enhance their social and environmental practices and actively contribute to addressing urgent societal issues (Moir, 2001; Smith, 2003). Consequently, there has been an increase in the significance of corporate social responsibility (CSR) and sustainability activities. Multiple sources have offered motivation for organizations to actively address and involve themselves in these issues, which encompass poverty, inequality, pandemics, natural calamities, and climate change. From a societal perspective, it is often considered that corporations and other organizations are responsible for many of these problems (Hamilton & Gioia, 2009). Governments endeavor to tackle this issue, however they are unable of entirely eradicating it (Moir, 2001). In recent years, there has been an increase in the support from organizations for corporate social responsibility and sustainability programs. This is due to a greater understanding of the positive impact these activities have on a company's brand image. By implementing these projects, businesses are able to gain a competitive advantage by attracting a more discerning group of consumers. This has been supported by research conducted by Ledwidge (2007) and Banerjee (2008). The organization's interest in acquiring resources may have been motivated, at least in part, by the necessity for long-term survival (Ehnert, 2009; Pogutz, Micale, & Winn, 2011). Researchers have been examining the potential advantages of incorporating Corporate Social Responsibility (CSR) and Sustainability (S) agendas into organizations' strategic management processes to address this issue (Asif, Searcy, Zutshi, & Fisscher, 2013; Rocha, Searcy, & Karapetrovic, 2007).

The literature on Corporate Social Responsibility (CSR) has acknowledged tensions arising from the conflicting needs of different stakeholders (Galuppo, Gorli, Scaratti, & Kaneklin, 2014; Hahn, Pinkse, Preuss, & Figge, 2015; Rocha et al., 2007). According to Nidumolu, Prahalad, & Rangaswami (2009), certain firms encounter difficulties in implementing a sustainable business model due to these constraints. Thus, it seems that HRM could gain advantages from research that explores how internal business policies and practices can assist in effectively managing the concerns of several stakeholder groups while simultaneously accomplishing specific sustainability goals. HRM appears to be well-suited to make a meaningful contribution to this discussion, given that the existing research on HRM has thoroughly examined and dealt with the inherent conflicts between the interests of employers and employees (Francis & Keegan, 2006; Keegan & Francis, 2010; Marchington, 2015). An effective strategy for addressing the

potential conflicts and challenges of integrating CSR and HRM is to carry out a comprehensive and methodical literature study (SLR). This will help determine how the HRM function can aid to resolving these issues. To achieve these objectives, we initially examined the literature on the intersection of CSR and S-HRM. Consequently, we successfully identified the precise duties of HRM in an integrated CSR/S agenda, as well as the fundamental policies and practices that enabled these duties to be effectively carried out. Subsequently, the roles were analyzed to identify any potential conflicts and tensions using the framework of paradox theory. Ultimately, a subsequent literature review was carried out to ascertain possible resolutions to the conflicts that were observed.

We argue that doing a literature study on the relationship between CSR and S-HRM is an essential initial stage prior to advancing further in the subject. Hence, there are three key aspects that require attention with regards to the SLR: firstly, the significance of HRM in establishing conscientious and enduring organizations; secondly, the challenges faced by HRM in engaging with CSR/S; and thirdly, the recognition of effective contemporary HRM approaches that systematically foster sustainability.

2. Methodology

Researchers can employ many techniques to collect information from existing literature by conducting analysis and synthesis. This approach allows them to obtain a comprehensive understanding of the generalized frameworks and empirical data that are already available. For a concise overview, refer to Denyer, Tranfield, & Van Aken (2008). The comprehensive literature review is undeniably the most crucial undertaking for a stocktake. Literature reviews are commonly regarded as a crucial research goal for both the academic and practitioner worlds. This is because they have a well-established reputation for being an efficient way to present a summary of the latest research and practices in any field or subject (Tranfield, Denyer, & Smart, 2003, p. 207). The SLR provides current information, growing ideas, concepts, and techniques in the subject. Using this evidence, it can provide generalized frameworks for empirical analysis. This is accomplished by utilizing an extensive collection of literature that encompasses both theoretical frameworks and empirical studies. Researchers have the freedom to explore a wide range of variables and investigate the correlations between them without any limitations on specificity. Due to these characteristics, SLRs are currently being widely used in various industries to address a variety of research issues (Crisp, 2015; Crossan & Apaydin, 2010; Danese, Manfè, & Romano, 2018).

The research objectives of this study are strengthened by the Systematic Literature Review (SLR). The reason is that SLR can ensure research rigor and identify patterns with more precision compared to the narrative technique. Adhering closely to data identification rules is crucial when employing the SLR technique. Specifically, systematic literature review (SLR) focuses on achieving thorough and extensive coverage of relevant literature by applying rigorous inclusion and exclusion criteria in a methodical manner. Tranfield et al. (2003) state that these processes help to minimize the potential for bias in narrative reviews.

However, it is important to note that the SLR does have certain limitations. Several factors can limit the number of publications obtained from a search (Wang & Chugh, 2014). The search parameters can restrict the search to specific databases, potentially excluding a significant amount of relevant literature

published in languages other than English. Publications published in journals listed by the Australian Business Deans Council (ABDC), which encompasses journals from several databases, were selected as a way to overcome potential challenges. The search query utilized many interconnected keywords and, whenever possible, conducted comprehensive searches of entire articles to minimize issues related to inflexibility. Figure 1 demonstrates that we followed the established techniques outlined in previous systematic literature reviews (SLRs), such as those conducted by Danese et al. (2018) and Nolan & Garavan (2016), to ensure the dependability, accuracy, and comprehensiveness of our investigation.

3. Conceptual boundaries:

The research procedure commenced by setting objectives and formulating precise research inquiries that might be investigated through the systematic literature review (SLR). The conceptual boundaries were established during the formulation of the study inquiries (Danese et al., 2018; Nolan & Garavan, 2016). Given the multitude of theories surrounding CSR/S that are now being discussed in the area, this was considered to be of utmost importance. The major search terms utilized in this research were 'sustainability,' 'CSR,' and 'HRM' as the focus was on examining the interaction between HRM and CSR/S. Some of the previous influential studies in the disciplines of HRM and CSR/S did not include the terms CSR and sustainability when doing their combined searches. These studies include the works of Renwick, Jabbour, Muller-Camen, Redman, and Wilkinson (2016), Renwick, Redman, and Maguire (2013), and Voegtlin and Greenwood (2016). The existence of ongoing discussions within the academic community on the degree of correlation between these two concepts and the appropriateness of using them interchangeably could explain this. Nevertheless, other researchers argue that the two concepts are sufficiently alike to be regarded as interchangeable (Jabbour & Santos, 2008; Montiel, 2008; Sarvaiya & Wu, 2014). The objective of integrating CSR and sustainability is to enhance the HRM function by expanding the scope of our research through the inclusion of a greater number of publications and a wider search area. Upon obtaining and applying filters to the articles, we conducted an analysis of their utilization and explanations in the HRM literature to ascertain whether there were noteworthy disparities that would hinder us from considering them as interchangeable. Our findings section contains the outcomes of our analysis. In addition, we contemplated using both terms in the systematic literature review (SLR) analysis.

An analysis of this nature must consider cultural and national disparities. Ehnert, Parsa, Roper, Wagner, and Muller-Camen (2016) conducted a study on multinational enterprises (MNEs) from liberal ('Anglo-Saxon') and coordinated (Continental Europe and Japan) market economies. They also included countries from the BRIC cluster and South European mixed economies (e.g. Spain, Italy, France) as control variables. The researchers discovered that there were no significant country or cultural differences in approaches to CSR/S-related HRM practices. While the SLR exclusively focuses on English-language publications, a significant number of these studies have examined the relationship between CSR and S-HRM in various cultural and national settings, which we utilize in our study. Specifically, the systematic literature review (SLR) found 60 papers that revealed the countries where the studies were conducted. China conducted ten research, while the UK, Germany, Italy, Finland, and the USA each conducted three investigations. France conducted two

studies, while Canada, Denmark, Lithuania, Malaysia, the Netherlands, New Zealand, and Romania each conducted one study. The study reportedly utilized samples from many countries.

Data collection and analysis:

Inclusion criteria

The first step in data collection is establishing inclusion criteria and search limits (Wang & Chugh, 2014). This systematic literature review (SLR) specifically selected journals that were published in English and were included in the ABDC list. Journal rankings and peer-review enhance rigor by ensuring that only papers of high quality are assessed, while this criterion of inclusion limits the breadth of the study (Colicchia & Strozzi, 2012;

The research objective seeks to:

- (1) Ascertain the crucial functions that HRM may fulfill in constructing responsible and sustainable companies.
- (2) Analyze the challenges associated with HRM's engagement with CSR/S; and
- (3) Identify effective contemporary HRM techniques that aim to systematically foster sustainability.



Conceptual boundaries:

- (1) Keywords: CSR, sustainability
- (2) Corporate social responsibility and sustainability encompass several concepts including as environmental sustainability, intergenerational fairness, stakeholder management, and the triple bottom line.
- (3) Several theoretical frameworks, such as social identity, resource-based view (RBV), ability-motivation-opportunity (AMO), and stakeholder theory.
- (4) Research conducted in different countries has diverse cultural contexts.



Establishing the conditions for inclusion		
The search only includes A and A* management and academic journals from the ABDC list. Unranked journals focus on human resource management, employment relations, and corporate social responsibility (CSR).	Time frame covered: first half of 2000–2017 English is the published language.	Search query: (CSR OR "Corporate Social Responsibility" OR "Corporate Social Performance" OR "Corporate citizenship" OR Sustainability OR Sustainable) AND (HRM OR "Human Resource Management" OR "Human resource" OR Personnel management")



3678 articles



We used a phrase-based partial search and full-text article searches to construct exclusion criteria.



Search engine detection experiment: Filtering results by title and rerunning the search with a delay.



483 articles



Implementing criteria for exclusion		
There were 317 articles that didn't address the integration of CSR/S and HRM or the function of HRM in CSR/S.	There are 46 articles on how CSR influences employee attrition, engagement, and retention. These articles lacked HRM guidelines.	Not scholarly publications or academic papers. Articles only use "sustainability" in economics (3).



108 articles

Prepared in 2010 by Crossan and Apaydin. In accordance with the criteria laid out by Danese et al. (2018), we chose journals that had high ABDC scores, specifically A and A*. In addition, as most publications on CSR and S-HRM are published in journals that fall under the Management and Human Resource/Employment Relations categories, we narrowed our attention to them. Following the advice of Danese et al. (2018), we expanded the list of journals to guarantee a comprehensive search. There were academic publications that covered topics including CSR, sustainability, corporate citizenship, HRM, HRD, and employment relations, among others. Keep in mind that the quality of these publications was not a criterion for their evaluation.

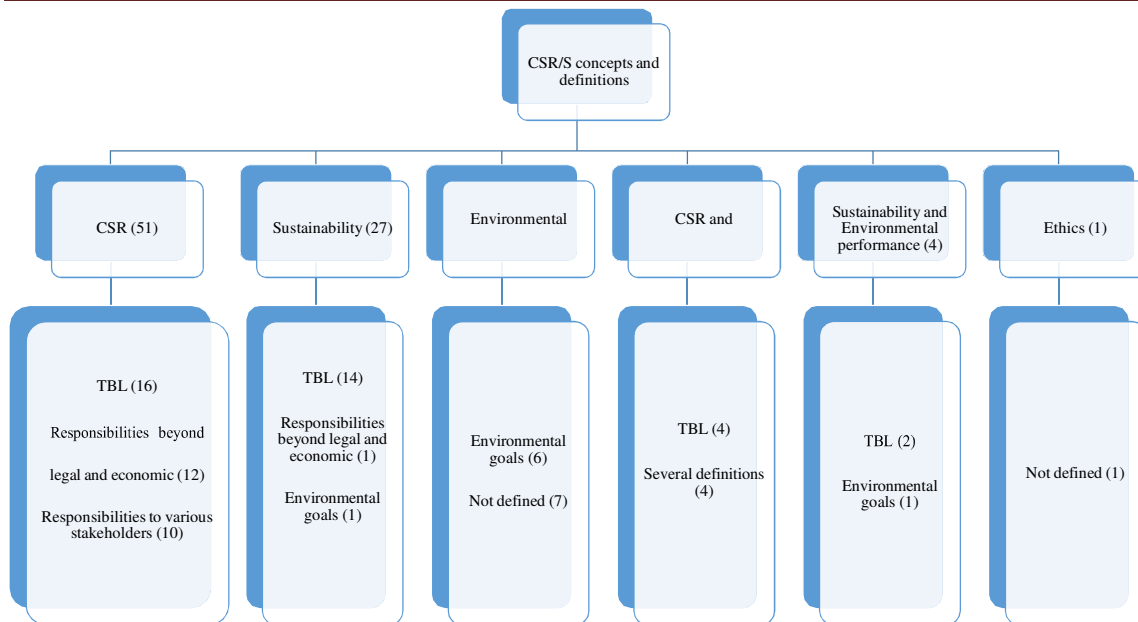
Endnote helped us find and classify papers by title, abstract, and full text. Title-based filtering removed articles instead of partial or full text search. The method was performed with a delay to test filtering and search options. In Appendix 1, filtering reduced 3,677 entries to 483. After stage two reduced submissions from 483 to 108, abstracts and articles were reviewed. Lack of standards-compliant papers drastically reduced quantity. They first ignored CSR, S-HRM, and HRM's role in creating responsible and sustainable businesses. Several magazines issued 46 editorials. Three economics articles used sustainability without considering HRM policy and practices. Our final list of publications was cross-referenced with one of the researchers' narrative literature study results on CSR/S-HRM integration to avoid missing crucial ABDC journal papers.

All 108 objects were categorized by NVivo 11. HRM concepts for sustainable and ethical businesses and practices were examined in the literature. A study's HRM and CSR/S specialist encoded HRM implementation, theories, relationships, and concepts and ideas. Coding accuracy improved with many methods. Initial method was dual coding. Before analysis, data must be encoded and organized. Two months later, the researcher relogged data. This strategy helped the researcher improve coding categories and find new subcodes. Due to the 0.71 connection between first and second coding efforts, all initial codes must be reviewed. Reviewing all coded documents altered and clarified certain codes. All sentences rephrased. Early "several roles" codes included "hybrid model," "creating organizational context," and "developing holistic approach." The study team gathered all NVivo11 codes and text segments to ensure homogeneity and rationale (Lerman & Smith, 2016). A non-study CSR/S and HRM professional verified the coded data. This objective review revealed CSR/S definition coding needs improvement. My colleague sought to distinguish stakeholder-focused definitions from organizational commitments over legal and economic issues. They presented several theories to explain these differences. Codes and method are in Appendices 2 and 3.

4. Findings:

Strategic human resource management and CSR theory application:

Our systematic literature review (SLR) began by examining HRM studies and CSR and sustainability comparisons. If these phrases are semantically equivalent, articles may be categorized by subject. We examined article definitions for linguistic similarity or divergence to obtain this conclusion. We coded all definitions and categorized them (see Appendix 2). We found 86 articles with definitions. Results of this experiment are shown in Figure 2.



HRM is more directly linked to CSR than sustainability, according to the article. Montiel (2008) and Sarvaiya and Wu (2014) show that CSR is directly tied to social and human capital. After 2011, the number of publications on sustainability increased across numerous domains, indicating a recent rise in research. It was published by Elsevier in 2015. The HRM-CSR/S nexus study shows that CSR and sustainability are intertwined. De Prins, Van Beirendonck, De Vos, & Segers (2014) explore continuity, stakeholder roles, and overall shareholder accountability and provide many meanings of the same phrase. After careful consideration, the 108 selected publications for this study may be collaboratively examined. Second, we identified the main CSR-S-HRM link concepts. Only 50 of the 108 papers evaluated addressed their theoretical basis. This was unclear in the remaining 48 articles. With 18 reports, stakeholder theory was the most popular. AMO theory, supported by 5 studies, and resource-based viewpoint (RBV), backed by 11 studies, were then considered. Most of the thirteen CSR papers used stakeholder theory, either alone or in conjunction with sustainability. Nine publications focused on RBV's sustainability or environmental performance.

These statistics confirm Montiel's 2008 conclusions. ParadoX theory² is only cited in two papers, suggesting a lack of attention to the obstacles and conflicts in CSR-HRM integration research.

1 The AMO model (BoXall & Purcell, 2003) proposes that HR strategies that improve workers' capacity, motivation, and opportunity to participate would improve performance. Using the Ability-Motivation-Opportunity (AMO) framework, CSR and SHRM literature examines HRM departments' policies and practices to develop employees' CSR skills, motivation, and opportunities to contribute to the company's CSR goals. A case study by Renwick et al. (2013) shows that improving corporate social responsibility and sustainability (CSR/S) capabilities requires hiring or training CSR/S experts. In contrast, inspiring solutions entail teaching or leveraging CSR/S successes to evaluate and reward performance. The paper also suggests activities that encourage CSR-related ideas and problem-solving groups.

2 ParadoX theory, according to Smith and Tracey (2016), examines how organizations balance conflicting needs like exploration and exploitation or change and stability. These demands are interrelated and

fundamental to organizational logic. A major emphasis of CSR/S-HRM literature is the paradoxical conflicts in HRM and the roots of the concept. Kozica and Kaiser (2012) examined flexible HRM's contradictions. An efficiency-focused strategy that fosters multitasking and contingent workers clashes with a substance-focused approach that values employee well-being, contentment, and restorative work. Ironically, they believe that paradox theory may help us understand the many effects of flexibility programs and take steps to mitigate them for the benefit of individuals and the economy.

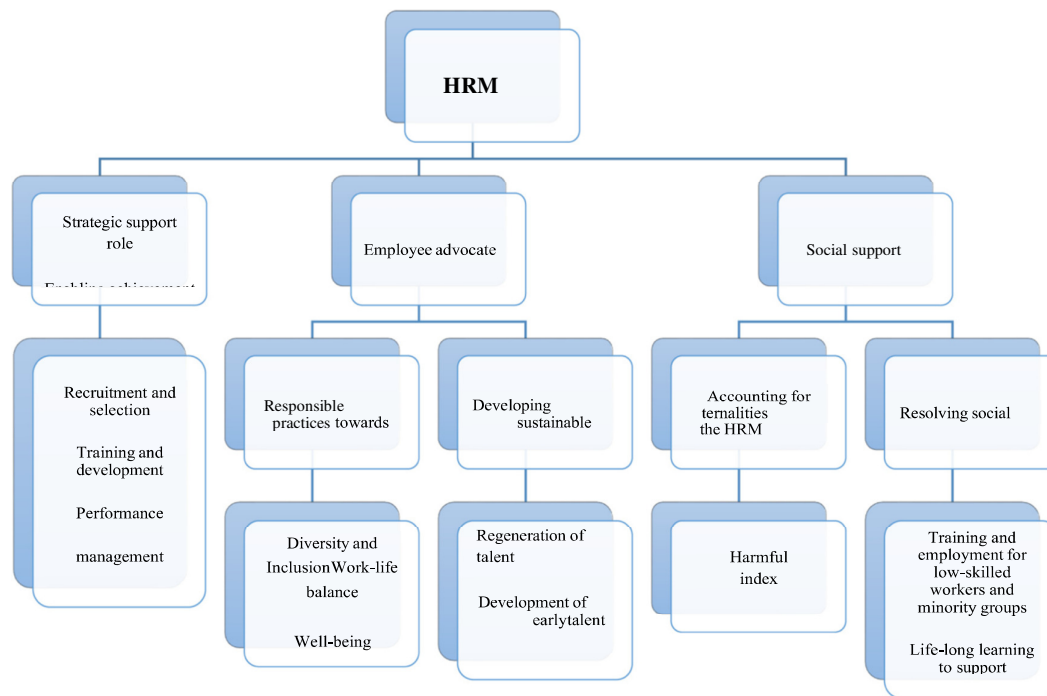


Fig.3. HRM roles in developing sustainable and responsible organizations.

Human Resource Management responsibilities in Corporate Social Responsibility/Sustainability:

a) The strategic support role

Ulrich (2013) says this HRM job builds on strategic partner. It helps companies accomplish social, environmental, and financial goals. Christina, Dainty, Daniels, Tregaskis, and Waterson (2017), Haddock-Millar, Sanyal, and Müller-Camen (2016), and Benn, Teo, and Martin (2015) investigated this. 31 systematic literature reviews (SLR) said HRM is important for implementing the company's CSR/S strategy and promises. This function was mentioned in 93% and 100% of papers on environmental performance and its intersection with sustainability. HRM's strategic support for CSR/S has been thoroughly explored. This study identifies the best HRM methods for CSR/S strategic projects. This aids firms in meeting stakeholder goals, including non-company members.

b) Being an advocate for employees:

In their role as employee advocates, HR professionals view employees as key stakeholders in the company's CSR/S strategy. Thus, they endeavour to ensure that HRM policies and practices are responsible and sustainable, meeting worker needs. This was HRM's key role in CSR/S promotion in 27 publications.

The following articles focused on HRM's ability to build a sustainable workforce. Talent management, which emphasises talent renewal and community availability, contributed to this, according to App, Merk,

and Büttgen (2012). Mariappanadar and Kramar (2014) propose that HRM should actively mitigate employee harm from various HRM methods' tensions. As widely thought, these publications agreed with the strategic role that consciously modifying rules and processes can achieve this goal.

c) The importance of social support:

Human resource management's social support function shows how HRM practices and policies affect the organization and beyond. Marchington (2015), Schuler and Jackson (2014), and Ulrich and Dulebohn (2015) all cite strategic human resource management research that suggests HR practitioners should examine their firms' external environments. It may reduce the focus on internal factors. We think HRM's social support function is effective because it involves partnership with governments, NGOs, and educational institutions. This dual focus may be difficult to achieve. Only 8 of the 108 studies evaluated highlighted this function, and most were theoretical.

d) The hybrid model:

From the 108 articles we reviewed, 17 said that HR professionals must handle many duties to integrate CSR/S in their jobs. The hybrid paradigm proposes several role combinations. However, most researchers (Newman and al., 2016; Zappalà, 2004; De Prins et al., 2014) paired the method with employee advocacy. HRM serves stakeholders and contributes to the Triple Bottom Line. All these jobs may be completed simultaneously using the authors' human resource management-based method. HRM has a strategic benefit in promoting CSR/S aims, say these publications. This hybrid approach seems essential for HRM's involvement in Corporate Social Responsibility and Sustainability (CSR/S) given the agenda's complexity and focus on meeting many stakeholders' needs and setting goals that align with the Triple Bottom Line (TBL).

e) Challenges and conflicts connected to Corporate Social Responsibility (CSR/S):

Lewis (2000) (p. 760) defines paradox as conflicting but interrelated aspects that look sensible when viewed separately but ludicrous and illogical when considered together. Disregarding these seemingly unrelated but connected factors may strengthen them over time (Smith & Lewis, 2011). Because paradox's options are interconnected, picking one over another will highlight the missed option, necessitating action. Paradoxes have no right or wrong answer, unlike dilemmas. However, the tensions between the two extremes make it hard to choose one and reject the other. As one option is investigated, the need for another becomes clearer. Paradoxical conflicts are difficult to resolve, therefore it's best to embrace and manage them rather than eradicate them.

f) Belonging paradox:

CSR/S may aggravate role conflict for certain reasons. The CSR/S agenda emphasizes the HRM function's role as a champion for employees, therefore HR practitioners must now view people as valuable assets and key stakeholders. Thus, the HR professional struggles to ignore the role conflict. If social aid is added to these two commitments, this issue may grow more complicated. HRM policies and practices that help organizations achieve strategic goals may unintentionally hurt employees and their families and communities (Mariappanadar, 2012; Mariappanadar & Kramar, 2014). Zhang et al. (2015) argue that HRM's

strategic objective to prioritize numerical flexibility conflicts with its social responsibility to prioritize job security and workforce employability, which are essential for local community sustainability. Although conceptual frameworks and this systematic literature analysis recognize the necessity to address and perform these commitments jointly, practice and the literature handle them independently. The contradiction of "belonging" is often exacerbated rather than resolved.

g) The paradox of performance:

HR professionals face the paradox of performance when trying to meet numerous CSR/S business goals at once. Paradoxical contradictions in an organization's goals might hamper strategic partnerships. Strategic goals like profit and social and environmental concerns will collide (Hahn et al., 2015; Hahn, Preuss, Pinkse, & Figge, 2014). Trying to please several stakeholder groups and meet sustainability goals causes most corporate problems. Our data shows that enterprises should not take CSR/S-HRM integration lightly. The HRM function is struggling to manage its regular obligations and CSR/S engagement, worsening the problem. Our advice to the HR professional facing this situation is to compromise rather than resolve these competing aims and commitments. Despite growing recognition of the need to address contradictory tensions, the systematic literature review (SLR) found that corporate social responsibility (CSR) and strategic human resource management (S-HRM) integration has not prioritized conflict identification and resolution. Paradox theory guides our advancement in this field despite this lack of facts.

h) Human Resource Management (HRM) strategies for managing and resolving conflicts:

Paradox theory implies managers have numerous dispute resolution options. They can disregard difficulties or create a comprehensive plan that considers both options without favoring one (Poole & van de Ven, 1989). Implementing a CSR/S framework inside the organization and cultivating HRM practices that synergistically support CSR/S agenda components were found to effectively alleviate paradoxical conflicts by the SLR. We'll examine each one separately.

i) Creating organizational context

HRM may go beyond managing organizational, environmental, and social sustainability issues and external and internal stakeholder concerns, according to the SLR. By strengthening CSR/S leadership and culture, it may also build responsible and sustainable organizations. This encourages contradictory thinking and inventiveness. Firms may manage paradoxical tensions by admitting their goals and conflicts. They may take a counterintuitive approach instead of a business one (Hahn et al., 2014). There are several instances of organizations achieving multiple Corporate Social Responsibility/Sustainability goals in human resource management literature. Table 1 summarizes these data. Leadership development, recruiting, communication, socialization, and training promote ethics and sustainability. They are the basis for sustainability requirements choices. Instead of discounting competing requirements, contextual analysis seeks to discover and resolve them. Human resource management goes beyond leadership development to uphold the company's values and interests. This entails giving staff frameworks to understand the numerous aspects at play so they can make decisions or offer ideas that follow the company's values. The HRM function resolves

the contradictions of 'performing' and 'belonging' by building an organizational framework for CSR/S and ensuring that the corporation and its executives understand its various HRM tasks.

5. Limitations and future research:

The SLR approach used in this investigation has substantial shortcomings. This SLR began with management literature. Industrial psychology and organisational behaviour research has examined the relationship between CSR and Strategic Human Resource Management. Researchers should seek beyond management literature for relevant articles. CSR-S-HRM integration literature is qualitatively assessed by this SLR. As this sector grows, meta-analytical research on certain aspects of the CSR/S-HRM relationship, as found in this systematic literature review (SLR), may assist the discipline. We uncovered research from numerous cultures, but our systematic literature review focused on English. Multilingual CSR/S-HRM integration literature will enrich this research by providing a cross-cultural perspective. Shen (2011) suggests studying non-English literature to improve global HRM-CSR/S communication. Our CSR/S and HRM literature evaluation found intriguing research areas. First, CSR-sustainability research is scarce, indicating a lack of clarity. Undefined concepts have impeded HRM research. HRM is young, thus scholars should agree on how to interpret these ideas. The SLR also addressed CSR/S strategy HRM roles. Future research should examine how HR professionals accomplish these duties. HR professionals, line managers, and employees should be permitted to comment throughout this examination. We should identify external influences like law, educational curriculum, professional standards, and stakeholder pressure and internal ones like CSR reporting, organizational reforms, and top management commitment that effect CSR and S in HRM. Better CSR-S-HRM program support and promotion will result from this study. More research is needed on the issues and conflicts of several HRM jobs and the necessity to achieve multiple goals. Paradoxology illuminates paradoxes.

How to handle conflicts. This prepares HRM techniques' efficacy in conflict management and CSR/S goals for future research. We think this study should include indoor and outdoor locations. Scully-Russ (2012) adds that HRD shapes workers' attitudes and conceptual frameworks, regardless of whether they see a link between sustainability and their occupations (p. 400). This approach matches the systematic literature review (SLR), although HRM is increasingly encouraged to engage in CSR/S activities. Thus, business CSR/S implementation and effect research should identify targeted and scattered integration activities.

6. Concluding remarks:

This systematic literature review (SLR) reviewed contemporary CSR and HRM studies. It acknowledged important advances in this field and stressed the significance of HRM in fostering ethics and sustainability in organizations. From this perspective, HRM is vital for environmentally conscious companies. Given its complexity, CSR/S integration requires a methodical approach to succeed. Our systematic literature review (SLR) shows that real human resource management requires a leadership style and organizational culture that acknowledges the unavoidable contradictions of life. However, HR professionals must do several tasks. HR professionals and the HRM function must be objectively studied to

determine how they can meet CSR/S agenda needs. This thorough literature study shows how important CSR/S and HRM are for companies.

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