

Advancing Sustainable Employee Performance: A Bibliometric and Systematic Literature Review of Sustainable Human Resource Management, Workforce Agility, and Organizational Commitment

Dwiki Fatur Rizki*, Henndy Ginting, and Hary Febriansyah

School of Business and Management, Bandung Institute of Technology, Bandung, Indonesia

Abstract—Sustainable Employee Performance has emerged as an important perspective for understanding organizational sustainability, yet the relationships among Sustainable Human Resource Management, Workforce Agility, and Organizational Commitment remain insufficiently integrated. This study aims to map the development of research on Sustainable Employee Performance, identify major themes and research gaps, and develop an integrative framework linking Sustainable Human Resource Management and Workforce Agility to Sustainable Employee Performance through Organizational Commitment. The study combines bibliometric analysis using VOSviewer and a Systematic Literature Review following the PRISMA 2020 guidelines. Literature was retrieved from Scopus, ScienceDirect, and Emerald, resulting in 55 studies selected for analysis. The findings indicate that employee performance, commitment, Sustainable Human Resource Management, agility, and sustainability are increasingly interconnected, but their integration into a single framework remains limited. An initial pilot study involving 111 furniture industry employees and five informants found that H1–H7 were not statistically supported, while the model showed low explanatory and predictive capability. These findings indicate the need for further refinement of the measurement instruments, model structure, and sample representation before the main study. The study contributes an integrative research direction for explaining sustainable employee performance as part of organizational sustainability.

Keywords—Sustainable Employee Performance, Sustainable Human Resource Management, Workforce Agility

I. INTRODUCTION

1.1 Background and Research Context

Organizational sustainability increasingly requires attention to how employees can maintain performance in the long term. Sustainable Employee Performance is not only related to the achievement of work results, but also the organization's ability to maintain the welfare, adaptation, and sustainability of employee contributions. Sustainable Human Resource Management plays an

important role because it connects human resource management with organizational sustainability [37], [48], [65]. At the same time, workforce agility is becoming increasingly important as the changing environment demands that employees be able to adapt and respond quickly to change [23], [30]. Organizational commitment can also strengthen the relationship between HR practices and employee performance [4], [46]. In this context, this study views sustainable employee performance as a new approach to understanding organizational sustainability.

1.2 Problem Statement

Although sustainable employee performance is getting more attention, research on the factors that shape performance is still developing. Sustainable Human Resource Management has been linked to sustainable employee performance, but the relationship has not fully explained how organizational commitment and workforce adaptability work together [26], [37]. Workforce agility also demonstrates the importance of employees' ability to cope with change, but its relationship to organizational commitment and sustainable performance is still not widely synthesized [23], [30]. This condition shows the need to integrate the perspective of human resource management, agility, and commitment in understanding sustainable employee performance as part of organizational sustainability.

1.3 Research Gap

The available literature points to four key gaps. First, there is an integration gap because Sustainable Human Resource Management, workforce agility, and organizational commitment are more often studied separately. Second, there is a construct gap because sustainable employee performance is still relatively new compared to the traditional performance concept [34], [37]. Third, there is a synthesis gap because the relationships between constructs have not been systematically mapped through bibliometric analysis and systematic literature review. Fourth, there is a contextual gap because the empirical evidence on the furniture industry is still limited, even though the industry faces the demands of sustainability, technological change, and the need for an adaptive workforce [56], [60], [70]. Therefore, a more integrated synthesis of literature is needed to build the next direction of research.

*Corresponding Author: meubelandalan@gmail.com

1.4 Research Questions

Based on these gaps, this study is directed to answer several key questions. First, what are the developments and research trends regarding sustainable employee performance, Sustainable Human Resource Management, workforce agility, and organizational commitment in the academic literature? Second, what are the most dominant conceptual themes and relationships in the study? Third, how does Sustainable Human Resource Management and workforce agility relate to organizational commitment and sustainable employee performance? Fourth, how does organizational commitment act as a mediation mechanism in the relationship? Fifth, what research gaps are still open, especially in the context of the furniture industry? These questions are the basis for building a conceptual framework for research.

1.5 Research Objectives

This study aims to map the development of research on sustainable employee performance through bibliometric analysis and systematic literature review. In particular, this study aims to identify publication trends, main themes, interconstruct relationships, as well as conceptual developments of Sustainable Human Resource Management, workforce agility, organizational commitment, and sustainable employee performance [66]. In addition, this study aims to synthesize evidence regarding the relationship between variables and identify research gaps that remain unanswered. The results of the synthesis are then used to develop a conceptual framework that explains how Sustainable Human Resource Management and workforce agility can support sustainable employee performance through organizational commitment, taking into account the context of the furniture industry.

1.6 Research Contributions

This research provides a theoretical contribution by integrating Sustainable Human Resource Management, workforce agility, and organizational commitment to explain sustainable employee performance as an organizational sustainability perspective. Methodological contributions were made through a combination of bibliometric analysis and systematic literature review based on the PRISMA 2020 guidelines, so that knowledge development can be systematically mapped [52], [58], [66]. In practical terms, this research provides a basis for organizations to understand that the sustainability of employee performance depends not only on HR practices, but also on the adaptability and commitment of employees. The context of the furniture industry also provides space for the development of research agendas that are more relevant to the characteristics of labor-intensive industries [56], [60].

II. LITERATURE REVIEW

2.1 Sustainable Human Resource Management

Sustainable Human Resource Management is an approach to human resource management that balances organizational needs, employee well-being, adaptability, and long-term sustainability [65]. This approach sees employees not only as a source of productivity, but as an essential part of the organization's sustainability. Research shows that Sustainable Human Resource Management practices can support sustainability-

oriented behaviors and performance [37], [48]. The practice can also build employee commitment to the organization and the changes needed to achieve sustainability goals [46], [50]. Thus, Sustainable Human Resource Management is the main foundation in explaining sustainable employee performance.

2.2 Workforce Agility

Workforce agility refers to the ability of employees to respond to change quickly, flexibly, and effectively. This capability becomes increasingly important as organizations face technological changes, customer demands, and uncertainty in the business environment [30]. Athamneh and Jais point out that empowerment and job satisfaction can strengthen employee agility [23], while Chen et al. emphasize the importance of the workforce's dynamic capabilities in supporting organizational adaptation [7]. Workforce agility can also drive employees' ability to maintain performance under changing conditions [31], [32]. Therefore, workforce agility is seen as an important resource that can shape commitment and sustainable employee performance.

2.3 Organizational Commitment

Organizational commitment describes an employee's attachment to the organization and their willingness to maintain relationships and contribute to the achievement of organizational goals. Proper human resource management practices can build a more committed workforce [46], [47].

Commitment is also related to employee capacity and organizational performance, especially when organizational support is able to create attachment to work and shared goals [4]. From a sustainability perspective, organizational commitment is an important mechanism because employees who have strong attachments tend to be more consistent in maintaining long-term contributions. Thus, organizational commitment is positioned as a mediator in this research model.

2.4 Sustainable Employee Performance

Sustainable Employee Performance is the ability of employees to maintain effective performance while supporting the organization's long-term sustainability goals. This concept expands on traditional performance views by including aspects of behavioral sustainability, adaptability, and contribution to environmental and organizational goals [34], [37]. Edgar et al. show that sustainable performance management can support environmentally and sustainability-oriented work behaviors [26]. Other research has also shown that technological factors and organizational practices can contribute to sustainable employee performance [62]. Therefore, sustainable employee performance is the main outcome that connects human management with organizational sustainability.

2.5 Theoretical Integration

The integration of Sustainable Human Resource Management, workforce agility, and organizational commitment is built on the view that organizational sustainability requires a human management system that is able to produce performance while maintaining employee capacity in the long term. Sustainable Human Resource Management provides practices and working conditions that support sustainability [65], [37], while workforce agility provides adaptability to change [30]. Both factors can strengthen organizational commitment as employees gain support, opportunities to grow, and the capacity to cope with change [46], [23].

Organizational commitment then becomes a mechanism that explains how these conditions translate into sustainable employee performance [4], [34]. This integration forms the basis of the research model.

2.6 Hypothesis Development

Based on this theoretical integration, Sustainable Human Resource Management is expected to increase organizational commitment because sustainable human resource practices can build more positive working relationships [46], [47], [50]. Workforce agility is also thought to increase organizational commitment because employees who are able to adapt have greater capacity to deal with organizational changes [23], [43]. Furthermore, organizational commitment is estimated to increase sustainable employee performance [4], [34]. Sustainable Human Resource Management and workforce agility are also estimated to have a direct influence on sustainable employee performance [26], [30], [37]. Based on this relationship, organizational commitment is positioned as a mediator in the relationship between Sustainable Human Resource Management and workforce agility to sustainable employee performance [37], [41].

2.7 Conceptual Framework

The conceptual framework shows that Sustainable Human Resource Management and Workforce Agility affect Sustainable Employee Performance directly or through Organizational Commitment as a mediator [4], [23], [37].

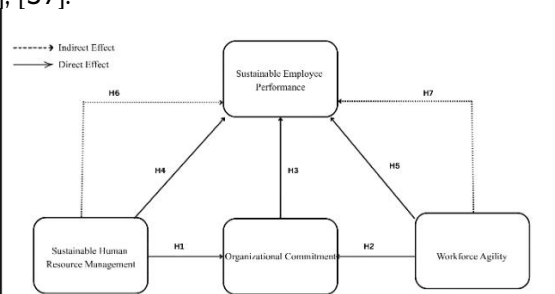


Fig. 2.1 Conceptual Framework of the Research

This model explains that the sustainability of employee performance is shaped by sustainable human resource management

III. METHODOLOGY

3.1 Research Design

This study uses a combined approach between bibliometric analysis and systematic literature review to map the development of research on Sustainable Human Resource Management, Workforce Agility, Organizational Commitment, and Sustainable Employee Performance. Bibliometric analysis was used to identify trends, density, relationships, and development of research themes using VOSviewer [52], [66]. Systematic literature review is used to systematically select and synthesize studies based on predetermined criteria [53], [58]. The results of both approaches are used as a basis for identifying research gaps and developing a conceptual framework.

3.2 Bibliometric Analysis

Bibliometric analysis was used to map the structure and development of the literature on Sustainable Employee Performance. Literature data was obtained from the Scopus, ScienceDirect, and Emerald databases,

then analyzed using VOSviewer to generate density visualization, network visualization, and overlay visualization. Density visualization is used to see the concentration of the theme, network visualization to see the relationships between themes, while overlay visualization is used to see the progression of the theme over time. This approach allows the study to identify dominant themes as well as relationships that have not been strongly developed in the literature [52], [66].

3.3 Systematic Literature Review

Systematic literature review is conducted following the PRISMA 2020 guidelines to ensure that the process of searching, filtering, and selecting literature is carried out transparently [58]. Searches on Scopus, ScienceDirect, and Emerald yielded 322 records. After removing 47 duplicates and 10 other records, 265 records were filtered and 170 were removed. A total of 95 reports were traced, five were not obtained, and 90 were assessed for eligibility. After 35 reports were issued due to topical, variable, and methodological mismatches, 55 studies were selected for analysis [58].

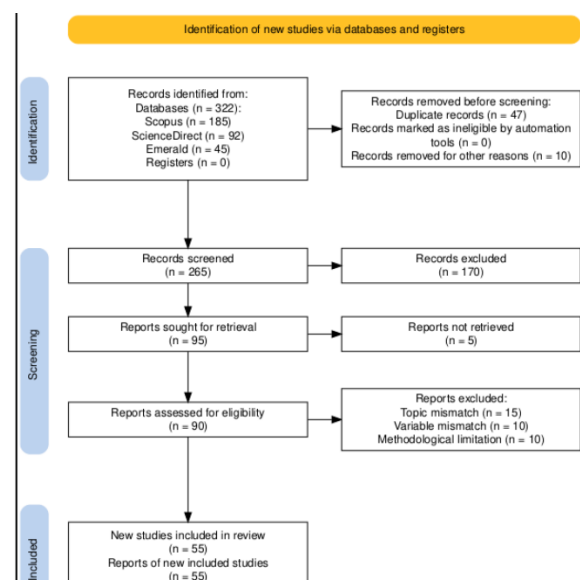


Fig. 3.1 PRISMA 2020 Flow Diagram of Literature

Selection The process resulted in 55 studies that became the basis for systematic literature review and bibliometric analysis on Sustainable Human Resource Management, Workforce Agility, Organizational Commitment, and Sustainable Employee Performance.

3.4 Pilot Study Design

A pilot study was conducted to evaluate the initial feasibility of the research model before the main test. The study involved 111 furniture industry employees as respondents and five informants to obtain a qualitative explanation of the implementation of Sustainable Human Resource Management and Workforce Agility. The pilot study was used to test the H1 to H7 relationship while identifying weaknesses in instruments, models, and sample representations. The initial findings are used as a basis for making refinements before the main study.

3.5 Measurement

The research measures include Sustainable Human Resource Management as the first independent variable, Workforce Agility as the second independent variable, Organizational Commitment as the mediator variable, and Sustainable Employee Performance as the

dependent variable. Konstruk Sustainable Human Resource Management is based on a human resource management perspective that balances organizational performance, welfare, adaptation, and sustainability [65]. Workforce Agility measures an employee's ability to respond to change [23], [30], while Organizational Commitment and Sustainable Employee Performance refer to research developments related to commitment and sustainable performance [4], [34], [37], [46].

3.6 Data Analysis

The data is analyzed through two main stages. The first stage uses bibliometric analysis with VOSviewer to generate density, network, and overlay mapping [52], [66]. The second stage uses systematic literature review to conduct thematic synthesis and identify research gaps [53], [58]. In the pilot study, quantitative analysis was used to evaluate the relationship between H1 to H7, R^2 values, and Predictive Relevance, while qualitative data from five informants were used to clarify quantitative results. The integration of the two findings was used to evaluate the initial suitability of the research model.

IV. FINDINGS AND DISCUSSION

4.1 Literature Characteristics

A total of 322 initial recordings were obtained from Scopus, ScienceDirect, and Emerald. After the process of duplication, screening, and feasibility assessment, a total of 55 studies were retained as the main literature. The selected literature discusses Sustainable Human Resource Management, Workforce Agility, Organizational Commitment, and Sustainable Employee Performance with various contexts, methods, and relationships between variables. These characteristics show that research on sustainable employee performance develops through the perspectives of human resources, adaptability, commitment, and organizational sustainability [24], [37], [53], [58].

4.2 Publication Trends

Publication trends show a shift in attention from conventional human resource practices towards more adaptive and sustainability-oriented themes. The latest literature increasingly links Sustainable Human Resource Management with green human resource management, performance management, artificial intelligence, workforce agility, and organizational adaptability. The shift suggests that employee performance is no longer understood only as the achievement of work outputs, but as the ability to maintain contributions in a changing organizational environment [7], [14], [26], [30], [37].

These findings reinforce the need to integrate human resource management and adaptability in explaining Sustainable Employee Performance.

4.3 Bibliometric Mapping

Bibliometric mapping using VOSviewer shows the structure of interconnected research themes. Density visualization shows the highest concentration on employee performance, commitment, Sustainable Human Resource Management, green human resource management, and themes related to performance management and decision-making. These conditions show that performance and human resource management are the center of attention in the literature [52], [66].

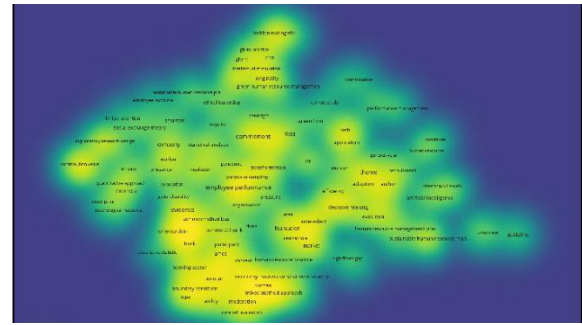


Fig. 4.1 Density Visualization of Research Themes

Network visualization shows a broad connection between employee performance, commitment, Sustainable Human Resource Management, human resource management practices, artificial intelligence, and agility themes. The theme's position suggests that research has established a relationship between human management, adaptability, technology, and performance, but the specific relationship between Workforce Agility, Organizational Commitment, and Sustainable Employee Performance is still not central to the network [7], [30], [37].

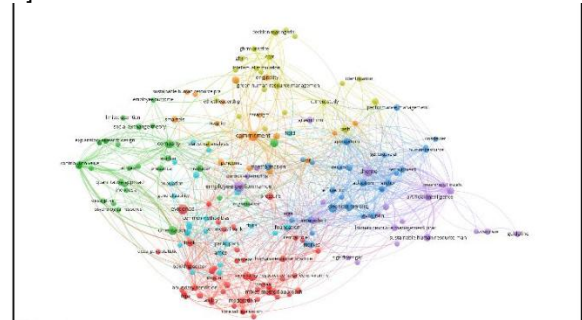


Fig. 4.2 Network Visualization of Research Themes

Overlay visualization shows the theme's progress over time. More recent themes are seen in areas related to artificial intelligence, generative artificial intelligence, performance management, workforce agility, and Sustainable Human Resource Management. This development shows a shift in research towards more sustainable adaptability and performance management [7], [14], [16], [30].

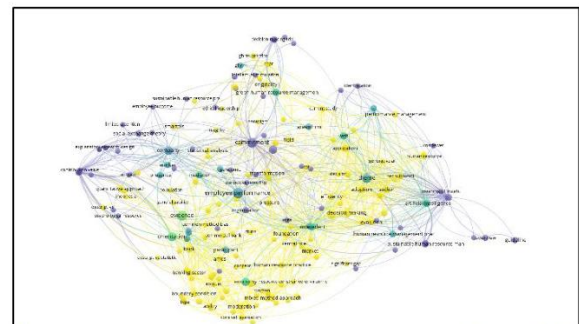


Fig. 4.3 Overlay Visualization of Research Themes

Overall, the three visualizations show that the research is evolving from a focus on employee performance and human resource practices to issues of sustainability, adaptability, and technology. However, the linkages between Sustainable Human Resource

Management, Workforce Agility, Organizational Commitment, and Sustainable Employee Performance have not been seen as a strong research focus. These findings reinforce the need to integrate the four constructs in a single research framework [23], [30], [37].

4.4 Systematic Literature Review Findings

The results of the systematic literature review show that Sustainable Human Resource Management plays an important role in linking human resource practices with performance sustainability. Workforce Agility strengthens employees' ability to cope with change, while Organizational Commitment provides psychological mechanisms that can connect organizational practices to performance. The literature also shows that Sustainable Employee Performance is increasingly influenced by human resource practices, adaptability, and integrated sustainability management [4], [23], [26], [34], [37].

4.5 Identified Research Gaps

The results of the synthesis show that there is a gap in the integration of variables and the research context. Some studies place human resource practices, agility, commitment, or performance as separate focuses, so the mechanism of the relationship between variables has not been fully explained.

TABLE 4. 1 Summary of Research Gaps and Positioning of the Present Study

Research Gap	Literary Conditions	Research Position
Variable integration	Many variables are studied separately	Integrating four constructs
Relationship mechanism	The role of Organizational Commitment is still limited	Placed as a mediator
Workforce Agility	More associated with adaptation and performance	Linked to performance sustainability
Industry context	Evidence comes from a variety of sectors	Focused on the furniture industry

Thus, the novelty of the research lies in the development of an integrative model that explains how Sustainable Human Resource Management and Workforce Agility can contribute to Sustainable Employee Performance through Organizational Commitment [23], [30], [37], [41].

4.6 Integrative Framework

Based on the results of bibliometrics and systematic literature review, this study develops an integrative framework that connects Sustainable Human Resource Management and Workforce Agility with Sustainable Employee Performance through Organizational Commitment. This framework explains that sustainable human resource management and workforce adaptability can affect performance directly or through employee commitment. The integration broadens the understanding of performance sustainability by placing Organizational Commitment as a mechanism that connects organizational practices and adaptability to sustainable performance outcomes [4], [23], [37].

4.7 Pilot Study Findings

The pilot study shows that all hypotheses from H1 to H7 have not been supported because the significance value is above 0.05. The model also shows low explanatory and predictive ability.

TABLE 4. 2 Summary of Pilot Study Results for Organizational Commitment and Sustainable Employee Performance

Indicator	Organizational Commitment	Sustainable Employee Performance
Coefficient of determination	0,071	0,056
Predictive Relevance	-0,047	-0,064
Results of H1–H7 relationships	Not supported	Not supported

These results suggest that the initial model is not strong enough to explain the relationships between variables in the pilot sample. Therefore, refinement of instruments, models, and sample representations is required before major studies [37], [43].

4.8 Qualitative Interpretation

The qualitative findings of the five informants show that Sustainable Human Resource Management and Workforce Agility practices have been implemented in the organization's activities, but most are still operational in nature. These practices have not fully translated into integrated sustainability strategies. This condition may explain why the relationship between variables in the pilot study has not shown statistical support. The findings are in line with the view that sustainability requires integration between human resource practices, learning, adaptation, and organizational sustainability [48], [54].

4.9 Integrated Discussion

Overall, bibliometric results show that employee performance and commitment are important themes in the literature, while Workforce Agility and Sustainable Human Resource Management are developing as increasingly relevant themes. However, a pilot study shows that the existence of this practice does not automatically produce Sustainable Employee Performance. These findings indicate that performance sustainability requires organizational mechanisms that are able to transform human resource practices and adaptability into consistent commitment and work behaviors [7], [23], [26], [37].

4.10 Theoretical Implications

Theoretically, this study expands the perspective of Sustainable Human Resource Management by integrating Workforce Agility and Organizational Commitment in explaining Sustainable Employee Performance. This model shows that sustainability of performance comes not only from human resources practices, but also from employees' ability to adapt and attachment to the organization. Thus, the research provides a conceptual basis for understanding sustainability of performance as a process that connects organizational practices, adaptability, psychological mechanisms, and work outcomes [37], [46], [54].

4.11 Practical Implications

Practically, organizations need to develop Sustainable Human Resource Management not only as an administrative policy, but as a strategy that strengthens adaptability and organizational commitment. The furniture industry can integrate competency development, empowerment, learning, employee support, and sustainable performance management. The approach is important because Workforce Agility

requires an environment that allows employees to respond effectively to change, while performance sustainability requires consistent organizational support [23], [30], [37].

4.12 Contextual Implications

In the context of the furniture industry, the sustainability of employee performance needs to be understood along with job characteristics, productivity demands, market changes, and the need to adapt to work processes. The industry needs employees who are able to maintain productivity while adapting to technological changes and sustainability demands [56], [57], [60]. Therefore, this research model provides a specific context to test whether Sustainable Human Resource Management and Workforce Agility can be translated into Sustainable Employee Performance through Organizational Commitment.

V. CONCLUSION

5.1 Conclusion

This research shows that Sustainable Employee Performance can be seen as an important approach in understanding organizational sustainability. The results of bibliometric analysis and systematic literature review show that Sustainable Human Resource Management, Workforce Agility, Organizational Commitment, and Sustainable Employee Performance have conceptual relatedness, but the integration of the four is still limited. The research framework then placed Organizational Commitment as a mediation mechanism. However, the results of a pilot study of 111 employees show that H1 to H7 have not been supported, so the initial model cannot be empirically confirmed and still needs refinement before the main study.

5.2 Theoretical Contribution

Theoretically, this study expands the perspective of Sustainable Human Resource Management by integrating Workforce Agility and Organizational Commitment to explain Sustainable Employee Performance. A key contribution lies in the placement of Organizational Commitment as a mechanism that links human resource management practices and adaptability with performance sustainability. This framework expands the understanding that sustainability of performance comes not only from organizational practices, but also from employees' adaptability and attachment to the organization [37], [46], [54].

5.3 Practical Contribution

Practically, organizations need to develop Sustainable Human Resource Management as a strategy that connects employee development, adaptability, commitment, and sustainable performance. In the furniture industry, its application can be directed at competency development, empowerment, learning, employee support, and long-term performance management. Such an approach can help organizations build a workforce that is able to maintain productivity while responding to changes in technology, markets, and sustainability demands [23], [30], [37].

5.4 Limitations

This research has several limitations. First, the pilot study only involved 111 employees and five informants, so the sample representation is still limited. Second, the research context focuses on the furniture industry, so

generalizations to other sectors need to be done carefully. Third, all H1 to H7 relationships have not been statistically supported, with low determination coefficient and Predictive Relevance values. The findings suggest that the instrument, model structure, and sample representation still need to be improved before the main test.

5.5 Future Research

Further research needs to improve measurement instruments, expand sample size and representation, and retest the model in the main study. The test can be extended to various companies and sectors to determine the consistency of the relationship between Sustainable Human Resource Management, Workforce Agility, Organizational Commitment, and Sustainable Employee Performance. Future research may also consider contextual factors such as technology, organizational learning, organizational culture, and changes in the work environment to explain the conditions that enable human management practices and adaptability to produce sustainable performance [7], [14], [30], [54].

REFERENCES

- [1] F. Hein-Pensel, "Organizational identity meets digital transformation: understanding the interplay between transformation and identity in Industry 5.0," *Journal of Organizational Change Management*, vol. 39, no. 8, pp. 1–21, 2026, doi: 10.1108/JOCM-04-2025-0352.
- [2] Y. Fang, L. Yu, Z. Zhu, and M. Zhang, "Effect of job satisfaction on knowledge sharing behavior among rural chronic disease managers," *Journal of Knowledge Management*, vol. 30, no. 11, pp. 32–56, 2026, doi: 10.1108/JKM-12-2024-1453.
- [3] M. J. H. Coun, D. Kooistra, J. H. Semeijn, and B. I. J. M. van der Heijden, "Building the employability chain: a time-lagged study on the role of career self-management and organizational career management for employability development," *Career Development International*, vol. 31, no. 8, pp. 82–104, 2026, doi: 10.1108/CDI-07-2025-0388.
- [4] F. J. Blanco-Encomienda and K. H. Al Jasimee, "Predicting the performance of industrial enterprises through ICT-enabled processes: the interplay of staff capacity and organizational commitment," *Business Process Management Journal*, vol. 32, no. 8, pp. 1–27, 2026, doi: 10.1108/BPMJ-06-2025-0912.
- [5] F. Akilah, A. Abubakar, and M. Mahfuz, "A Qur'anic Management Framework for Sustainable Work Ethics in the Digital Era: Operationalizing Amānah and Integrity for Organizational Resilience," *Bench*, vol. 8, no. 1, pp. 27–46, 2026, doi: 10.35905/banco.v8i1.15148.
- [6] M. Homayounfar and H. Gheibdoust, "How LARG is a supply chain? Application of adaptive neuro fuzzy inference system in agriculture sector," *J. Clean. Prod.*, vol. 563, 2026, doi: 10.1016/j.jclepro.2026.148496.
- [7] C. Chen, Z. Dong, and U. Shahzad, "Knowledge sharing and organizational adaptability through workforce dynamic capabilities and Human-AI collaborative tasks," *Journal of Knowledge Management*, pp. 1–27, 2026, doi: 10.1108/JKM-04-2025-0601.
- [8] S. Burggraf, A. Raki, F. S. Kullak, L. Schneider, S. Kabadayi, and S. Myrden, "Conceptualizing service ecosystem agility to maintain functionality in the face of perturbations," *AMS Review*, vol. 16, no. 1, 2026, doi: 10.1007/s13162-026-00332-5.
- [9] H. Ataburo, D. Essuman, H. K. Mensah, J. Aditchere, and P. Nkrumah, "Differing associations between organizational training types and operational resilience," *Management*

- Decision, vol. 64, no. 5, pp. 1705–1731, 2026, doi: 10.1108/MD-05-2024-1194.
- [10] Z. Ahmad and E. Y. N. Oon, "Agile mindset and digital innovation: creative centrality, fintech usage, financial literacy, and the 'not-invented-here' syndrome," *Management Decision*, vol. 64, no. 5, pp. 2004–2033, 2026, doi: 10.1108/MD-01-2024-0135.
- [11] S. McCartney, D. Minbaeva, S. Crean, and A. Fahy, "Reframing people analytics value creation: Balancing organizational performance and common good HRM values," *Human Resource Management Review*, vol. 36, no. 3, 2026, doi: 10.1016/j.hrmr.2026.101147.
- [12] A. Kuo, D. Chien, M.-S. Kao, and C.-W. Chao, "Signaling firm ESG performance to attract global talent: the influence of home country information transparency and sustainability performance," *Economics of Governance*, vol. 27, no. 1, 2026, doi: 10.1007/s10101-026-00362-6.
- [13] M. Ie, H. K. Tunjungsari, J. Marcellinus, W. C. Hoo, and C. W. Wolor, "Work-life balance and burnout in Gen Z: A pathway to job satisfaction through psychological well-being," *Humanities and Social Sciences Letters*, vol. 14, no. 1, pp. 96–110, 2026, doi: 10.18488/73.v14i1.4581.
- [14] B. E. Huang, H. Kang, E. Zur, and L. H. Liang, "Humanistic human resource management for digital transformation: Addressing the challenges of AI advancement in the workplace," *Human Resource Management Review*, vol. 36, no. 3, 2026, doi: 10.1016/j.hrmr.2026.101151.
- [15] A. K. Al-Swidi, M. A. Al-Hakimi, A. M. Alkawari, and I. S. Al Koliby, "Ethical leadership and organizational attractiveness: the sequential role of green HRM and job satisfaction among public sector employees," *Humanit. Soc. Sci. Commune.*, vol. 13, no. 1, 2026, doi: 10.1057/s41599-025-06429-9.
- [16] A.-A. S. Al-Naemi and D. Botella-Carrubi, "The challenges of applying predictive analytics and knowledge for decision-making in talent management," *Journal of Innovation and Knowledge*, vol. 17, 2026, doi: 10.1016/j.jik.2026.101044.
- [17] M. A. Rasheed, S. U. Bajwa, K. Hussain, N. S. Elahi, and M. Abbas, "Gender-inclusive human resource management and females' performance in the hospitality: A mixed-method study," *Int. J. Hosp. Manag.*, vol. 133, 2026, doi: 10.1016/j.ijhm.2025.104518.
- [18] S. Rani, N. Rani, and G. Jyoti, "Role of organisational culture in promoting workplace spirituality: empirical evidence from Indian MSMEs," *International Journal of Management Practice*, vol. 19, no. 3, pp. 233–265, 2026, doi: 10.1504/IJMP.2026.153545.
- [19] S. P. Pandya, "Workplace Spirituality, Job Satisfaction and Nonprofit Sector Workers," *Journal of Human Values*, 2026, doi: 10.1177/09716858251410326.
- [20] I. A. N. W. Laksmi, D. S. K. Tobing, S. W. L. H. Setyanti, and H. Handriyono, "Innovative Strategies in Employee Turnover Management: A Systematic Review of Best Practices and Their Impact on Employee Retention in the Hospitality Industry," *International Review of Management and Marketing*, vol. 16, no. 3, pp. 501–511, 2026, doi: 10.32479/irmm.22759.
- [21] S. Abu-Mahfouz, "THE STRATEGIC EFFECTS OF JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT," *Corporate and Business Strategy Review*, vol. 7, no. 1, pp. 192–202, 2026, doi: 10.22495/CBSRV7i1art17.
- [22] O. Hamid and H. Eledum, "The impact of digital transformation on employee performance: the mediating role of organizational agility in Islamic banks in Saudi Arabia: a partial least squares structural equation modeling approach," *Humanit. Soc. Sci. Commune.*, vol. 13, no. 1, 2026, doi: 10.1057/s41599-026-07080-8.
- [23] M. H. A. Athamneh and J. Jais, "Unleashing Employee Agility: The Transformative Power of Empowerment and Job Satisfaction in Banks," *Knowledge and Process Management*, 2026, doi: 10.1002/kpm.70116.
- [24] N. Kaushal, R. P. S. Kaurav, M. K. Jha, S. Ghalawat, and M. S. Kaswan, "Mapping journey of human resource management practices and service quality: a systematic review and bibliometric analysis," *Benchmarking*, vol. 33, no. 4, pp. 1265–1290, 2026, doi: 10.1108/BIJ-01-2024-0063.
- [25] Y. A. Kang, M. A. Baker, and T. S. Legendre, "An ounce of prevention is worth a pound of cure: The effects of customer incivility and employee support messages," *Int. J. Hosp. Manag.*, vol. 134, 2026, doi: 10.1016/j.ijhm.2025.104530.
- [26] F. Edgar, J. A. Zhang, N. Podgorodnichenko, A. Akmal, and K. Peng, "Understanding employees' environmentally sustainable work behavior: the roles of self-transcendence values, innovative work attitudes and sustainable performance management," *International Journal of Productivity and Performance Management*, vol. 75, no. 11, pp. 1–28, 2026, doi: 10.1108/IJPPM-11-2024-0783.
- [27] S. R. Chowdhury, S. Guha, N. L. Sanju, and M. M. Rana, "Mapping the path to sustainability: Prioritizing mediators in green HRM using fuzzy set theory and DEMATEL," *Sustainable Futures*, vol. 11, 2026, doi: 10.1016/j.sfr.2026.101897.
- [28] R. Wahyuningtyas, A. MR, A. Candra Sulyani, and R. Rismayani, "Agile machine learning-based workload analysis in a telecommunication company," *Asia Pacific Management Review*, 2026, doi: 10.1016/j.apmr.2026.100430.
- [29] M. Samardzic, D. Ciric Lalic, I. Palcic, T. Vuckovic, and U. Marjanovic, "Smart working in project-based organizations: a sociotechnical perspective integrating workforce agility and information system success," *International Journal of Managing Projects in Business*, pp. 1–36, 2026, doi: 10.1108/IJMPB-04-2025-0115.
- [30] S. Ajgaonkar and N. G. Neelam, "Workforce agility revisited: a comprehensive framework and strategic directions based on mixed methods research," *International Journal of Organizational Analysis*, pp. 1–29, 2026, doi: 10.1108/IJOA-05-2025-5574.
- [31] F. Abbas, "Empowering Structures and Thriving Minds: A Model of Organizational Performance through Agility and Self-Evaluations," *BAR -Brazilian Administration Review*, vol. 23, no. 1, 2026, doi: 10.1590/1807-7692bar2026250043.
- [32] F. Abbas, "From thriving and organic structure to performance: Exploring the psychological and behavioral pathways through agility and core self-evaluations," *Human Systems Management*, vol. 45, no. 3, pp. 408–424, 2026, doi: 10.1177/01672533251374568.
- [33] J. Luo, S. I. Zaman, S. Jamil, and S. A. Khan, "The future of healthcare: green transformational leadership and GHRM's role in sustainable performance," *Benchmarking*, vol. 32, no. 3, pp. 805–837, 2025, doi: 10.1108/BIJ-08-2023-0523.
- [34] W. Yiwei, M. S. Hossain, Y. Peng, J. Yang, and A. E. Abuelhassan, "Unboxing the Antecedents of Sustainable Employee Performance in China's Hotel Industry," *Journal of Quality Assurance in Hospitality and Tourism*, 2025, doi: 10.1080/1528008X.2025.2450516.
- [35] H. J. N. Utomo, M. Muafi, and D. K. Isna, "Performance: Trust, efficacy, and job satisfaction as mediators," *SA Journal of Human Resource Management*, vol. 23, 2025, doi: 10.4102/sajhrm.v23i0.3216.
- [36] G. Ramgolam, N. Ramphul, and H. Chitto, "Sustainable Human Resource Management as a Catalyst for Developing Mauritius Into a Sustainable Tourist Destination: A Qualitative Analysis," *Corp. Soc. Responsib. Approximately. Great.*, 2026, doi: 10.1002/CSR.70682.
- [37] G. Ramgolam, N. Ramphul, and H. Chitto, "The role of sustainable human resource management practices to achieve sustainable employee performance – literature review and future research directions," *Learning Organization*, 2025, doi: 10.1108/TLO-01-2025-0014.

- [38] K. Jadu, Z. Mustapa, N. F. Omar, and N. A. Razak, "Toward a Model of Explaining between Inspirational Motivation, Intellectual Stimulation on Employees' Innovative Behaviour with Job Engagement as a Mediating," *International Review of Management and Marketing*, vol. 16, no. 3, pp. 244–255, 2026, doi: 10.32479/irmm.22572.
- [39] M. Hosen, I. Hameed, R. S. Chatterjee, M. Hossain, and H. M. Rehman, "Leadership in open innovation: Strategies for effective crisis management in Malaysia," *Asia Pacific Management Review*, vol. 30, no. 4, 2025, doi: 10.1016/j.apmr.2025.100371.
- [40] E. Elthoriq, I. Isnurhadi, and Z. Zunaidah, "Exploring millennial loyalty through job embeddedness and satisfaction in regional banks," *SA Journal of Human Resource Management*, vol. 24, 2026, doi: 10.4102/sajhrm.v24i0.3176.
- [41] A. A. Mamun and M. A. Uddin, "Exploring the relationship between sustainable strategy and sustainable performance in a mediated mechanism with socially responsible human resource management," *Asia Pacific Management Review*, vol. 30, no. 4, 2025, doi: 10.1016/j.apmr.2025.100372.
- [42] W. A-Maawali and Z. Al-Saadi, "Objective and key results (OKRs) within an Omani performance appraisal System: Can they provide hybridity, collaboration, motivation and empowerment for academicians?," *Asia Pacific Management Review*, vol. 30, no. 4, 2025, doi: 10.1016/j.apmr.2025.100384.
- [43] P. Panda and P. Singh, "Perceived organizational virtuousness and employee's subjective well-being: examining the role of resilience, agility and collectivism," *Management Decision*, vol. 64, no. 5, pp. 1940–1959, 2026, doi: 10.1108/MD-01-2024-0076.
- [44] A. Khaliq, I. Ullah, and R. M. Hameed, "Driving Employee Productivity in 'Small and Medium Sized Enterprises' (SMEs): How Sustainable Leadership, Employee Adaptability, and Emotional Intelligence Make a Difference," *Knowledge and Process Management*, vol. 33, no. 2, pp. 273–288, 2026, doi: 10.1002/kpm.70019.
- [45] P. R. Hariramani, S. Jimenez, J. E. M. Chua, J. P. R. Lim, J. E. O. Tan, and D. D. D. Vergara, "Exploring the Freelance Landscape: Implications of Moonlighting and Work Motivation to Employee Agility as Moderated by Self-Efficacy and Work from Home," *Review of Integrative Business and Economics Research*, vol. 15, no. 2, pp. 600–614, 2026, [Online]. Available: <https://www.scopus.com/pages/publications/105030676526?origin=resultslist>
- [46] N. A. Ishak, M. Z. Islam, and W. A. Sumardi, "Human Resource Management Practices in Creating a Committed Workforce for Fostering Knowledge Transfer: A Theoretical Framework," *VINE Journal of Information and Knowledge Management Systems*, vol. 53, no. 4, pp. 663–692, 2023, doi: 10.1108/VJIKMS-02-2020-0020.
- [47] S. A. K. Barakat and A. B. B. H. A. Ghani, "Impact of Different HRM Practices on Organizational Commitment to Improve Turnover Intention in Universities of Jordan," *Academy of Entrepreneurship Journal*, vol. 27, no. Special2, 2021.
- [48] S. Nayak, "Unpacking the Paradox of Sustainable HRM in Emerging Economies: Evidence From Indian MNEs," *Thunderbird International Business Review*, 2025, doi: 10.1002/tie.70046.
- [49] M. Khoramabadi, A. Gholami, and J. R. Baghmalek, "Qualitative Study to Propose Sustainable Human Resource Management Strategies and Related Consequences: Considering Strategic Stakeholders' Theory," *Interdisciplinary Journal of Management Studies*, vol. 17, no. 3, pp. 907–922, 2024, doi: 10.22059/ijms.2023.354832.675629.
- [50] M. Arshad, K. Zhang, M. Khan, M. S. Khan, and R. Sulaiman, "Fostering employee green behavior through inclusive leadership: roles of sustainable HRM practices and commitment to organizational change," *Journal of Organizational Change Management*, 2025, doi: 10.1108/JOCM-10-2024-0650.
- [51] W.-Y. Wu et al., "Contextualizing competitive advantage in emerging markets: A qualitative study of company competitiveness in Laos," *Asia Pacific Management Review*, vol. 31, no. 1, 2026, doi: 10.1016/j.apmr.2025.100393.
- [52] N. J. van Eck and L. Waltman, "Software Survey: VOSviewer, a Computer Program for Bibliometric Mapping," *Scientometrics*, vol. 84, no. 2, pp. 523–538, 2010, doi: 10.1007/s11192-009-0146-3.
- [53] H. Snyder, "Literature Review as a Research Methodology: An Overview and Guidelines," *J. Bus. Res.*, vol. 104, pp. 333–339, 2019, doi: 10.1016/j.jbusres.2019.07.039.
- [54] N. Rupčić, "Leading and learning for sustainability: the human resource dimension of organizational viability," *Learning Organization*, vol. 33, no. 1, pp. 175–187, 2026, doi: 10.1108/TLO-01-2026-373.
- [55] F. Ruben et al., "Did innovation projects, digital work environment, job satisfaction, and organizational culture reinforce work productivity?," *Journal of Project Management (Canada)*, vol. 11, no. 1, pp. 227–236, 2026, doi: 10.5267/j.jpm.2025.9.008.
- [56] G. V. Research, "Furniture Market Size, Share and Trends Analysis Report," *Furniture Market Research Report*, 2025.
- [57] A. Purwanto, "Analysis of the Development of the Indonesian Furniture Industry and Its Contribution to the National Economy," *Industrial Furniture Report*, 2023.
- [58] M. J. Page et al., "The PRISMA 2020 Statement: An Leadership," pp. 1–23, 2026, doi: 10.1108/SL-01-2026-0001.
- [59] M. B. Kayani, A. Niazi, Q. Jabeen, and S. Idress, "From chats to sustainability: Does usability of chatbots lead to sustainable employee performance in green organizations?," *Sustainable Futures*, vol. 11, 2026, doi: 10.1016/j.sfr.2025.101627.
- [60] S. Fadi, "AI in Performance Management: AI as a Tool for Instant Assessments and Feedback in the Flow of Employee Transactions," *Public Organization Review*, vol. 26, no. 1, pp. 145–165, 2026, doi: 10.1007/s11115-025-00934-w.
- [61] Export Furniture Industry Review, "Sustainability Practices, Performance and Competitiveness in the Export Furniture Industry," *Export Furniture Industry Review*, 2025.
- [62] I. Ehnert, *Sustainable Human Resource Management: A Conceptual and Exploratory Analysis from a Paradox Perspective*. Heidelberg: Physica-Verlag, 2009.
- [63] N. Donthu, S. Kumar, D. Mukherjee, N. Pandey, and W. M. Lim, "How to Conduct a Bibliometric Analysis: An Overview and Guidelines," *J. Bus. Res.*, vol. 133, pp. 285–296, 2021, doi: 10.1016/j.jbusres.2021.04.070.
- [64] T. Das and S. Shree, "Sensemaking of Subordinates' Perception Through Supervisor Interactions and Its Role in Informing HRM Practices: A South Asian Perspective," *South Asian Journal of Human Resources Management*, vol. 13, no. 1, pp. 80–105, 2026, doi: 10.1177/23220937241279088.
- [65] T. T. Dao and N. T. Le, "Translating environmental leadership into sustainable success in Vietnamese women-owned SMEs: A mixed-method approach," *Problems and Perspectives in Management*, vol. 24, no. 2, pp. 176–188, 2026, doi: 10.21511/ppm.24(2).2026.13.
- [66] C. Boopathy and S. P. Sreekala, "Psychological Wellbeing and Job Performance in the Textile Industry," *Journal of the Textile Association*, vol. 86, no. 5, pp. 547–553, 2026, doi: 10.63665/jta.v86i5.10.
- [67] Z. Arifin, "Sustainable Human Resource Practices and Business Sustainability in Furniture SMEs: Evidence from Jepara, Indonesia," *Furniture SME Research*, 2025. family social capital and family governance practices on sense of belonging at work in family firms," *Journal of General Management*, 2026, doi: 10.1177/03063070261441497.

- [68] Lectra, "The Future of the Furniture Industry: Key Trends Shaping Furniture Manufacturing," Furniture Industry Report, 2025.
- [69] I. A. Kebe, "The empowerment–resilience pathway: how hybrid leadership drives adaptive performance in digitally stressed emerging markets," Strategy and