Human Resource Development within the Sustainability Science Framework

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Abstract
The United Nations 2030 17 Sustainable Development Goals are anticipated to make a significant contribution to humanity's well-being (SDGs). The agenda is founded on the triple bottom line (TBL) idea, according to which social inclusion and environmental sustainability are essential for continued economic development. In order to determine the crucial role that human resource development (HRD) plays in sustainability, this study will review relevant academic literature and update the TBL model to include and emphasize the HRD dimension and the dynamism and resilience of the sustainability framework; and to fill the literature gap in relating HRD to sustainability. This paper takes a deductive approach and is based on reviewing state-of-the-art literature to develop a new conceptual framework integrating HRD into the sustainability model. Hence, relevant studies are selected; based on criteria, mainly from refereed journals in the fields of human resources and sustainability. These studies will be critically analyzed to highlight their main focus, findings, and key contributions to the proposed framework. The paper proposed a conceptual framework that is global, resilient, and dynamic in nature to face today's challenges. This framework aims to capitalize on the previous researchers' designed sustainability models, try to complement some of these models' perceived limitations, and shed light on HRD multi-level incorporations in sustainability.
The paper proposed a "Global Dynamic Sustainable Humanity Framework" that stresses on (1) Integrating HRD into the TBL sustainability model; (2) Embedding the resilience concept in the framework; (3) Transforming the sustainability framework into a dynamic one; (4) take the sustainability framework to a global level. The paper also suggested raising "sustainable humanity" awareness by introducing a paradigm shift - from a traditional environment to a sustainable environment – as a prerequisite to the success and effectiveness of the proposed framework. The paper integrated rich theoretical perspectives and sustainability models of different studies into one coherent framework. It also filled the gap in the literature studying the HRD's crucial role in sustainable development. The proposed framework enriches and enables HRD practitioners to play an integral role in sustainable development on the individual, organizational and societal levels – nationally and globally. Their role as change catalysts is crucial in applying the proposed Global Dynamic Sustainable Humanity Framework, raising people's awareness of sustainability, help making a paradigm shift towards sustainability.

Keywords: Human Resource Development; Sustainability; Triple Bottom Line; Global Sustainability Framework; Resilient; Dynamic.

1. Introduction

"Sustainability" as a concept was introduced concerning cutting wood and sustainable harvests in German forestry circles at the beginning of the 18th century. In 1987, the concept was rebranded by the Brundtland Report as "sustainable development," which is defined as "harmonious economic, social, and ecological development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Sabau, 2020, p.2). Sustainable development (SD) has been an important

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global concern since 1980 (Emas, 2015; Klarin, 2018) and will continue to be in the foreseeable future.

In its 2014 report, the Intergovernmental Panel on Climate Change (IPCC) stressed in its agenda that there is no contradiction between societal and economic development on one hand and protecting humanity's living conditions on the other hand (Sheehan *et al.*, 2014). In 2015, the UN General Assembly announced the "2030 Agenda for sustainable development," which consists of 17 SDGs (Sustainable Development Goals) (Chams and García-Blandón, 2019). The 2030 Agenda is "an Agenda of the people, by the people, and for the people – and this will ensure its success" (United Nations, General Assembly, 2015, p. 12). Hence, one can easily recognize the dual role of the human aspect as both the initiator and the beneficiary of the SDGs application (Chams and García-Blandón, 2019). Organizations may exhibit partial SD, but not in the manner that mankind would aim to. One reason is that businesspeople care more about production and profit-making than they do about SD (Eisenstein, 2014; Chkravorti, 2015). Based on the shareholder theory, firms' top priority is to maximize the wealth of their shareholders, not ecological concerns (Valentin, 2015). Scholars have tried to convince firms to pay attention to their ethical and moral beliefs toward society and the environment in an effort to devalue this profit-focused worldview (Khan, 2011; Mishra *et al.*, 2013).

This is, however, easier said than done. Speaking the same language that businesspeople understand, one may ask, "what's in it for me?". As Coşkun Arslan and Kısacık (2017) claim, businesses that just prioritize financial goals while ignoring their responsibilities toward society have a less success rate. SD now becomes a crucial factor for business sustainability. "Corporate sustainability" is defined based on stakeholder and legitimacy theory as anyone who is benefited or is harmed by a corporation's actions and whose rights are either protected or exploited by the corporate's operations (Coşkun Arslan and Kısacık, 2017). Corporations are urged to perceive the environment as one of their stakeholders, which forces them to be concerned for their staff, customers, suppliers, and the entire community (Valentin, 2015). According to the legitimacy theory, the corporation is part of society, and its values must reflect those of that society. So, from a profit-wise perspective, corporations should be aware that their operational effects on the society, the economy, and the environment have become an increasingly important factor in earning customer trust and maintaining a positive reputation (Coşkun Arslan and Kısacık, 2017). Additionally, enterprises have been blamed for their insufficient typical reactionary solutions to pressing ecological issues, including environmental deterioration, global warming (Valentin, 2015), and the latest COVID-19 crisis. Lockdown has had a significant negative impact on many industries, including manufacturing, trade, tourism, hospitality, real estate, and oil and gas. It is not by chance that education and medicine have been the two main industries to survive the COVID-19 pandemic (apart from the technology sector) (Craig-Bourdin, 2020). It is the human capital, not the financial capital, that kept these industries alive even if they had to operate remotely. Therefore, companies need to pay attention to their people and environment if they wish to survive and sustain their business. One could argue that it is more important than ever to consider SD seriously and promptly. As a result, the UN and other organizations have made an effort to bring about change for sustainability outcomes on a global, national, and organizational level.

To motivate organizations to take sustainability-related action, various methodologies assessing organizational sustainability outcomes have been established (Kramar, 2022).

The focus has been on the sustainability of physical resources rather than human resources, despite the fact that sustainability is becoming a key priority to the world and humanity's agenda. Particularly given that a growing body of research indicates that many businesses are struggling to strategically incorporate sustainability into their operations; and that there is a growing interest in broadening the attention from solely ecological and economical to encompass more social perspectives (Kainzbauer and Rungruang, 2019). As human resource development is a relatively new concept, HRD journals are in need for more conceptual and theoretical studies to better comprehend HRD and recognize its crucial multifaceted role, particularly in sustainable development (Velez-Castrillon et al., 2018).

This paper proposed framework aims to a) capitalize on the previous researchers' designed sustainability models; b) try to complement some of these previous models' perceived limitations; c) shed light on HRD multi-level incorporations in sustainability; d) fill the literature gap in relating the research two variables – sustainability and HRD. It is believed that the recommended framework could support relevant decision-makers toward attaining sustainable humanity.

2. Sustainable Human Resource Development

The term "sustainability" is frequently used in the literature (Sheehan et al., 2014). it is mostly linked to "durable," "sound," "long-term," and "systematic" concepts. The first concept that may come to one's mind is

"ecological sustainability" (Ardichvili, 2012) means the resilience of local communities and the preservation of natural resources, including the reduction of waste in manufacturing and the use of renewable energy sources (Fenwick, 2007). But this concept is often used to refer to a wider variety of other resources, specifically human resources.

It was emphasized by Sheehan *et al.* (2014) and Sridhar (2011) that "ecological sustainability" and "human sustainability" are two different concepts. While the first notion stresses on the preservation and regeneration of the biosphere, the second is focused on the development and satisfaction of human needs. *Human sustainability* has recently contributed to the sustainability field. Likewise, (Pfeffer, 2010; Garavan and McGuire, 2010) criticized missing the human element in the definition of sustainability, arguing that since physical sustainability takes into account the effects of organizational activity on material and physical resources, social sustainability should take into account the effect of work stress on the human system, and the effect of organizational activities on people's mental and physical health and wellbeing. Sheehan *et al.* (2014) recognized the three levels of sustainability; namely individual, organizational, and societal. They stressed on the importance of keeping a balance among them, arguing that sustainability at one level can't be made at the expense of others. According to Cavagnaro and Curiel (2012), SD aspires to improve the quality of life for both present and future generations while achieving responsible economic growth, considerable social development, and effective environmental conservation.

Although there are various definitions of sustainability and sustainable development, the term 'three pillars' is a very common conception of sustainability (Kramar, 2022). The 3Ps - "people, planet, and profits," were initially used to refer to the TBL concept by Elkington in 1994 (The Economist, 2009). This concept stresses that people come first, meaning that corporations should be keen to hire competent and talented calibers and take care of their well-being. The adoption of a people-based strategy will result in highly satisfied workers who are receptive to customers' needs and behave as responsible members of society. This will lead to increased corporate profits and enhanced environmental awareness (Mishra *et al.,* 2013). This is consistent with the idea of "corporate sustainability," which was identified by Dunphy *et al.* (2003) as the corporate role in contributing to the development of the workforce capabilities, creating a just, equitable, and healthy workforce that contributes to the external community welfare (Mishra *et al.,* 2013).

According to the resource-based theory, building a long-lasting, sustainable competitive advantage requires a significant investment in human resources, knowledge, and intellectual capital (Barney, 1991). The literature has lately emphasized the critical role of HRM and HRD in sustainability, as applying the TBL principle to HRM means championing the incorporation of social, economic, and environmental goals for the durability of the organization through human capital and HR practices and policies (Valentin, 2015). Organizations are envisioned to take on roles other than maximizing profit and engaging in community development by eliminating illiteracy; applying green work practices; promoting for climate change, environmental protection, and human rights (Davies and Crane, 2010). The HRD's critical role in supporting organizations to attain economic, social, and environmental objectives has only been recognized recently (Garavan and McGuire, 2010). It has been demonstrated that sustainability is a people concern; hence, sustainability influences the organization's behavior and culture. It affects the communication system, organizations' practice in recruiting, how organizations engage and retain employees, how they train employees and communicate with customers, and the brand and value proposition. Therefore, HR ought to be necessary for any organization's sustainability initiatives (Salama *et al.*, 2022).

As an emerging field of research and practice, HRD focuses on the human side of organizations, as it cares about employees' careers and organizational development (Kola-Olusanya, 2013). One may find different definitions of HRD in the literature. McLean and McLean (2001), for example, defined it as "any process or activity that, either initially or over the long term, has the potential to develop adults' work-based knowledge, expertise, productivity, and satisfaction for the benefit of the community, nation, or ultimately the whole of *humanity*" (p.322). Hence, HRD is directing corporate attention to perceive human resources (HR) as a crucial "capital" worth caring for and investing in, which is an important move toward SD. *Sustainable HRD* is an interdisciplinary discipline that promotes human resources' growth and development and plays a fundamental role in sustainability (Katunian, 2019). Lots of critiques have been made against the current strategic business practices as corporations forgot that sustainable businesses need sustainable HR. As a result, societal-level SD goals cannot be achieved unless individuals and organizations are willing to participate in the sustainability mission (Ardichvili, 2012). Some researchers established frameworks that directly link HRD to sustainability like (e.g., McGuire, 2014; Valentin, 2015) who called it Green HRD, while (Khan, 2011; Ardichvili,

2012, 2013) added other variables to the formula, namely leadership and corporate social responsibility (CSR).

Scholars have suggested several models, as briefed and analyzed later in this paper. Involving HRD in the sustainability discipline is still an emerging field in the literature. Researchers criticized the shortsighted HR in incorporating HRM and HRD practices into sustainable businesses while still making them profitable (Mishra *et al.*, 2013; Randev and Jha, 2019). Others criticized that analyzing sustainability is mainly from the environmental perspective while ignoring the HR perspective. Some researchers couldn't find theoretical assumptions and research problems relating sustainability to HRD (Katunian, 2019; Randev and Jha, 2019). Hence, this paper aims to fill this gap. Through the HRD lens, today's complex, sustainability-threatened world ought to be viewed from a more humanitarian perspective.

3. Research Methodology

English language proficiency, a primary study, and a publication in an academic journal that has undergone a double-blind peer review were the official inclusion criteria for the search process (Podsakoff *et al.,* 2005). Purely practitioner-focused publications (such as magazine articles) that discussed cases not based on theory or offered significant empirical findings were not included. The Google Scholar search engine was used for the initial search. This was repeated in two widely used databases: EBSCOhost and Scopus. The researchers restrict the search to a specific date to explore all publications from 2010 to 2022. A search in the Scopus database resulted in a total of 25,702 for "environmental sustainability," 4,543 for "social sustainability," 2,189 entries for the term "ecological sustainability," and 138 for "human sustainability." As a result, there are less studies on human sustainability than in other fields, especially where only a few studies in the past ten years related to human sustainability, which supports the researchers' claim that many research papers are conducted to evaluate the integration of organizational strategies to the SDGs in the fields of economics, finance, operation, supply chain management, and marketing. But there is a scarcity in the field of HR towards SD (Pfeffer, 2010; Chams and García-Blandón, 2019).

All 138 articles were studied and analyzed further to provide a comprehensive basis for the subsequent identification of categories and themes and to select the research papers that serve the research purpose. In order to compare the literature according to an intended broad variety of sustainability dimensions, the underlying theories, models, definitions, outcomes, limitations, and future research proposals were analyzed. Accordingly, the authors selected the studies contributing to the proposed 'global dynamic, sustainable humanity framework.' These studies will be critically analyzed in the next section.

4. Theoretical Models

Through compiling previous frameworks and conducting a thorough critical analysis, Scully-Russ (2012) showed that sustainability and HRD have a mutually co-constructive relationship. She classified sustainability into three ideologies and then mapped three HRD models against the three ideologies. Starting with the *"strategic HRD"*

(SHRD) model and its respective "Ecological modernism" framework. The goal is to conserve and regenerate natural resources by incorporating a new learning culture into corporate performance and strategy, identifying the knowledge and competencies required for this strategic goal through talent management. The model couldn't be applied globally due to the world's outdated political-economic structures that didn't permit extensive coordination between the pertinent stakeholders. Furthermore, this HRD model has been criticized for remaining reactive to the management performance agenda, as well as its de-contextualized and disembodied perspective of required skills and knowledge.

Secondly, Scully-Russ (2012) proposed the "critical HRD" (CHRD) model and its respective *"Sustainable development" framework*. This ideology saw the reemergence of a new political-economic framework that incorporated social responsibility into business operations to assume accountability for the broader community. The goal is to transform private capital from "private wealth" to a wider "community resource," thus alleviating poverty and protecting the environment. The main objective of CHRD is to strengthen the individual's central role in creating a more humanitarian workplace by embedding change and learning in individuals and organizations. But CHRD ability to influence the political economy of organizations and nations was initially questioned. The critique was subsequently expanded to blame CHRD for putting management's performance at the top of the agenda.

Thirdly, Scully-Russ (2012) described the framework of "*New environmentalism/eco-consciousness" and its corresponding "holistic HRD" (HHRD) model*. Global business' greedy pursuit of profit maximization and unlimited growth endangers universal resources, including human resources, and necessitates new mindsets termed "new environmentalism." Raising societal awareness about the interrelation between human nature and the planet will raise people's "eco-consciousness"; hence act more responsibly toward the environment. Although HHRD evolved to cope with the new global mandate, it was criticized for its humanist roots, which do not realize the lack of morals and business cruelty (McGuire *et al.,* 2005).

Scully-Russ's (2012) work is highly appreciated for two reasons. First, her conceptual paper argues that human resource development (HRD) and sustainability lie in a mutually co-constructive relationship, which supports our proposition. Second, she did a great job compiling and analyzing different sustainability frameworks and HRD models; in an effort to highlight the role of ideology in sustainability and the implications for whether and how HRD responds. She identified three models of HRD - mainly strategic HRD, critical HRD, and holistic HRD to respond to sustainability – which will be integrated into the proposed framework.

By drawing a comparison between "high-intensity work systems" and "Sustainable Work Systems" (SWS), Ardichvili (2012) alerted us to the crucial groundwork necessary for sustainability to survive. The first system cares only about maximizing production and profits at the expense of human resources, which results in high turnover rates, burnout, and ultimately wasted resources. SWS, on the other hand, works to balance resource development and ensure its long-term viability. By applying SWS, HR is enriched through knowledge, skills, motivation, training, employability, and productive industrial relations. Ardichvili (2012) argued that there is no contradiction between creating an economically viable work system while maintaining human, social and ecological sustainability. A

principle of SWS is "The operation of a sustainable work system is aimed at the regeneration of the resources it utilizes – human, social, material, and natural resources." (p.876).

One would like to acknowledge the significant added value of SWS to the TBL model, especially in highlighting the important role of HRD. SWS focuses on employees' learning, development, and well-being in order to cope with the world's changing demands. Since SWS is not a static or steady state, as it continuously changes as technical and social systems change, it fits the dynamic nature of the proposed framework, as will be explained in the next section.

Mishra *et al.* (2013) created a model (Figure 1) incorporating various HR practices to sustainability, reflecting how HR plays a critical role in developing a sustainable organizational culture. It is based on the importance of HR presented as *people-first* or employer-of-choice culture, in which corporations enhance employees' engagement in activities that preserve the environment. In other words, environmentally conscientious employees will lead to conscious citizens in the larger community, ultimately leading to more profit while preserving the planet - the utmost desirable balance. Supportive researchers such as Martín-Tapia *et al.* (2008) affirmed that enhanced HR practices effectively achieve business sustainability.
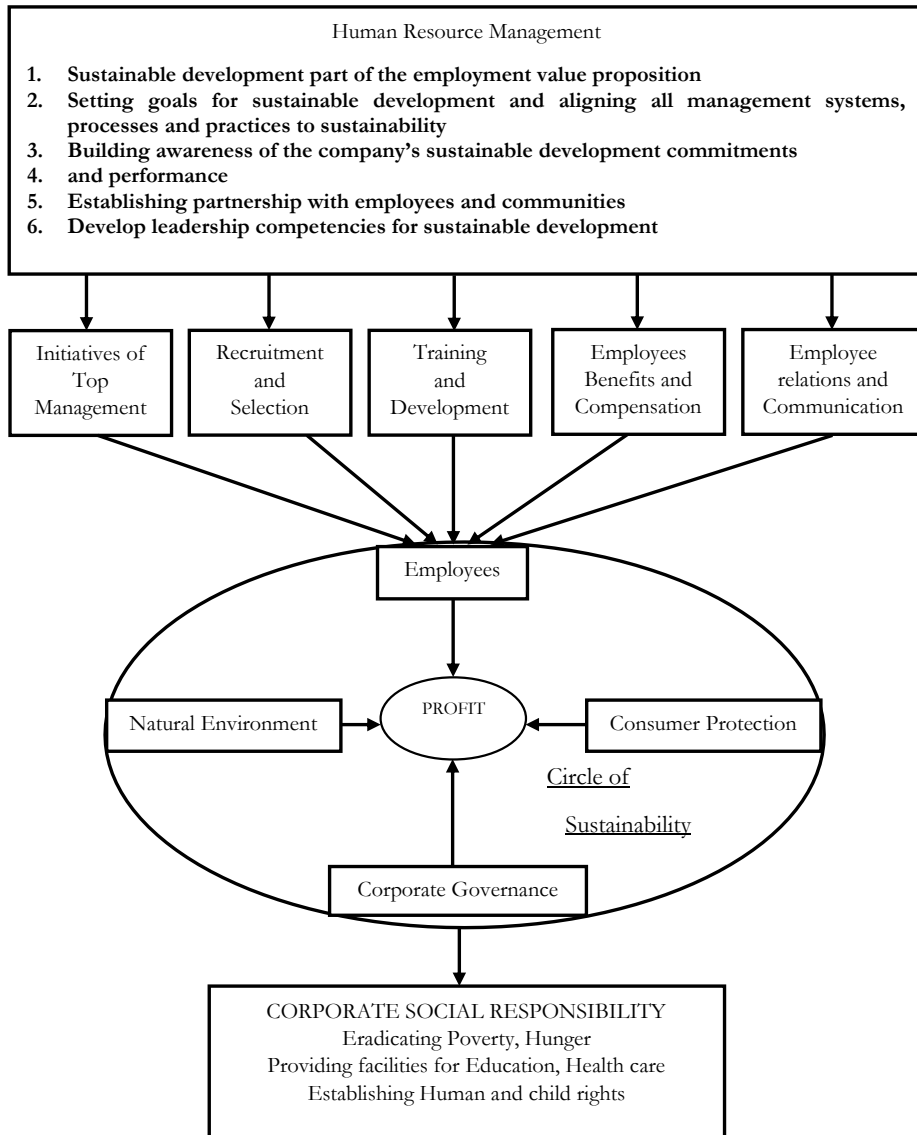
Figure 1. HR Model for Assembling HR functions for sustainability
Source: Mishra et al. (2013)

One appreciates Mishra *et al.* comprehensive model that stresses on the significance of human capital versus financial capital. Nevertheless, one may criticize keeping "profit" at the center of the model. Another point is that the distribution of HR functions between HRD and HRM practices is not equal, as there are three HRM functions, namely employee relations and communications, benefits and compensation, and recruitment and selection. While the model presents only one HRD practice, that is, T&D (even though employee

relations and communications might include some HRD practices), and missing other HRD practices like organizational development and career development. Moreover, comparing HRM to HRD, one will find that the former is more of a short-term nature while the latter is more of a long-term nature (Katunian, 2019). Thus, HRD should have had higher weight in the model to better serve sustainability, which is a long-term focus by definition. Nevertheless, it's commendable that the paper pointed out the crucial element that is integrated into the currently proposed framework, the so-called *corporate human sustainability* - where employees' well-being is taken into account in such aspects as healthy workforce, work-life balance, fair pay, and positive relationships and communication.

In an effort to develop a multidisciplinary understanding, Valentin (2015) developed an HRD Sustainability Conceptual Framework for HRD research, teaching and practice. Valentin's framework is based on the TBL 3Ps (People, Profit, and Planet), which matches (society, company, and environment); and on Habermas' (1972) division of practical, technical, and emancipatory reasons. According to Habermas' (1972) three knowledge interests, she categorizes three sustainability orientations called Cooperation, Compliance, and Coexistence.

Though the model acknowledges HRD as distinct from HRM and values its contribution to sustainability, the framework might be viewed as too complex and comprehensive to be implemented. Furthermore, although Valentin alerted us to the crucial need for *sustainability leaders* and *new HRD roles* to manage organizational cultures and organizational learning needed for corporate sustainability, she didn't define or recommend any. This framework won't be taken into account when creating the currently suggested framework; nevertheless, it serves the study in emphasizing the critical and strategic role of HRD (separated from HRM) in sustainability in three dimensions: a) practice – in terms of applying sustainability in organizations through legal, regularity and training requirements. b) teaching – in terms of emphasizing learning, raising awareness, and change. c) research – that is multidisciplinary. In other words, it supports the proposed framework in highlighting the co-constructive relationship between HRD and sustainability.

Although the Triple Bottom Line was first published – as an accounting framework - in (the Journal of Accounting and Finance, 2017), Coşkun Arslan and Kisacik (2017) declared that business success is assessed through its sustainable responsibility toward society and the environment rather than merely making a profit. They claimed that high financial performance is no longer solely sufficient due to long-term risks, competition, globalization, and even greater investment prospects. They even argued that businesses that simply prioritize achieving profits at the expense of society and the environment could collapse. Thus, to become a sustainable corporation, they recommend the TBL as its three dimensions formulate "sustainability accounting" that becomes a supplementary component of financial accounting.

By comparing between the Sustainability Accounting Systems and the traditional ones, the paper contributed significantly in helping business transformation into sustainable organizations. As was previously noted, one needs to speak the same language as businesspeople in order to persuade them to focus on more than just profit maximization. Coşkun Arslan and Kisacik's study aids businesses in realizing that it is doable and feasible to make a profit while upholding human, social, and environmental well-being. The paper

also highlights the significance of focusing on both shareholders and other stakeholders at both the local and global levels since corporate operations have an impact on the entire world. It is believed that this accounting model may enable HRD practitioners to persuade businesses to shift to sustainable corporations, which supports the proposed framework. Katunian (2019), who appreciates HR's crucial role in sustainability, developed one of the latest models linking the two variables together. Pfeffer (2010) and Ehnert *et al.* (2014) contend that the sustainability model should encompass HRD in addition to social sustainability and environmental management. Katunian (2019) assured that investment in HRD will have a positive influence on the employee, organizational, and societal levels. "Development of one contributes to the development of all," as stated by Kira and Frieling (2005, p. 4). In light of this, Katunian (2019) highlighted the significance of *HR* as one of the most essential natural resources; by centering "Sustainable HRD" in (Figure 2) to serve individuals, organizations, and societies.

Figure 2. The Influence of Sustainable Human Resource Development
Source: Katunian (2019)

Following a discussion of the significance of both "sustainability" and "human resources," Katunian (2019) posed the crucial question, "Why are these two factors typically studied separately?" which is in line with the study proposition. Katunian claimed that for the sake of future human resources sustainability, it is about time to start valuing *the HRD paradigm - which emphasizes the long-term development of the "employee" - as opposed to traditional HRM - which emphasizes short-term goals.* She consequently questioned the absence of the "individual dimension" from the sustainability framework; hence, she added it to the other three dimensions, as shown in (Figure 3).
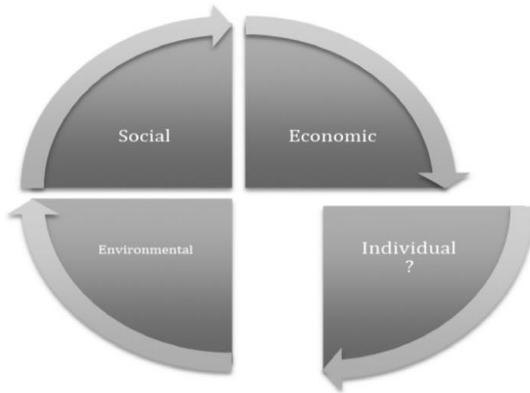
Figure 3. The main components of sustainable development
Source: Katunian (2019)

As a final contribution, Katunian (2019) noted that numerous entities - including companies, educational institutions, and governments - play roles in HR's SD on a national and international scale. Hence, she urges these stakeholders to have *inter-organizational collaboration* among them to create an impactful, sustainable HRD. Katunian went on to explain that this integrated strategy has certain features. First, it should have a holistic perspective of the tourism sector (as her field of study) and integrate all sub-sectors interests. Second, it should achieve an inter-institutional strategy between the public and private sectors. Finally, there needs to integrate a dynamic partnership among the various groups, particularly industry, education, and training. She thus suggested the framework shown in (Figure 4).

Figure 4. Levels of Sustainable Human Resource Development
Source: Katunian (2019)

According to Katunian (2019), HRD will only be regarded as sustainable if it has a long-term positive impact on the TBL three dimensions. She argues that HRD is meant to help the employee to better cope with the changes at work. This positive attitude is then transmitted to the organizational level and the family level (or level of broader society). Even though one values Katunian's (2019) distinction between HRD and HRM to emphasize the significance of HRD, her model is limited to the tourism industry. However,

the current proposed paper is highly influenced by her study. Moreover, Katunian referred to the family as a 'broader society,' which is referred to as a 'global society' in the proposed framework since we all belong to the global world. Additionally, the following is a critical analysis of Katunian's figures:

In figure 2, it is much appreciated that Sustainable HRD is positioned in the center of the framework to show how it affects the TBL's three dimensions. However, the figure does not illustrate the *sequential* process of beginning with the SD of the individual, who will then influence the organization and, finally, the entire society, as explained in her paper.

In figure 3, although considering the "individual" as an expression of humanity is appreciated, one may debate considering it a fourth component of sustainability. That is due to the fact that the individual is already included in the other three dimensions – particularly the social one. Individuals form societies; individuals operate the economy for their own benefit, and they can either harm or preserve the environment. Since the "individual" affects and is affected by the TBL three dimensions, it is recommended to place it in the middle of the framework. This is how it is positioned in the proposed framework, where humanity symbolizes the individual. Additionally, it could be argued that it is the "humanity" (in its broader sense), not the "individual," that needs to be emphasized to reflect the importance of mankind.

Noting that "Individualism" has a detrimental impact on "humanity" and subsequently on "sustainability." One may assert with confidence that the competitive environment in which we live in is one of the causes that hinder sustainability. As illustrated in the "Sustainable Humanity Paradigm" (Table 1), we should consciously make a shift from a traditional environment to a sustainable one if we aim to "sustain" *sustainability*.

Figure 4 is helpful in illustrating Sustainable HRD's four levels. However, it depicts them as parallel to one another rather than as a *sequential* relationship that progresses from individual to organizational to national to international levels.

Resilience' is another significant aspect of sustaining sustainability; it has received significant attention recently in relation to community development to the point where some scholars have begun using the term as equivalent to sustainability (Russ-Eft, 2014). It is believed that resilience has two characteristics: (a) the ability to recover rapidly and survive in the wake of any unforeseen dramatic environmental circumstances (e.g., Coronavirus outbreak) and (b) the ability to bounce back after "bending to the wind" without suffering social, economic, or psychological harm. Organizational leaders should make sure that all employees are capable of coping with fast change and building organizational resilience (Valentin, 2015) - as reflected in figure 5.

Taking the above critical analysis of Katunian's figures into consideration, it is recommended to merge the different levels of sustainability presented in figures 2 and 4 into one - as illustrated in figure 5, where:

A.   The globe is being added as the final level of sustainable humanity.

B.   It better illustrates the sequential multilayer progression of the different levels of sustainability, starting from individual to organization, then society ending with the globe.

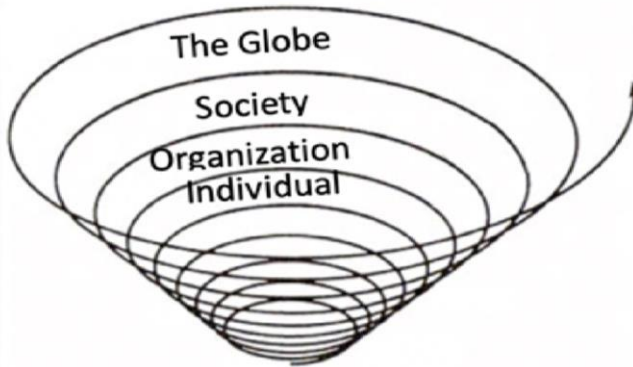C.   The spiral yoyo effect shape supports the dynamic and resilient nature of sustainability.

Figure 5. Levels of Sustainable Humanity
Source: Authors

In conclusion, the previously analyzed models of sustainability and HRD were trying to reflect the importance of combining these two variables together and develop the TBL model more comprehensively and effectively. The proposed framework in the next section intends to fill the gap in the literature calling for more conceptual and theoretical papers to recognize the HRD's crucial multidimensional role in sustainable development (Velez-Castrillon *et al.,* 2018).

However, to *sustain sustainability*, it is suggested that we make an intentional shift from the narrow individuality mentality to the broader humanity mentality; i.e., from a traditional environment to a sustainable environment as recommended in the 'Sustainable Humanity Paradigm' (table 1).

Table 1 Sustainable Humanity Paradigm

Traditional Environment	Sustainable Environment
Individual	Humanity
I	We
Competing	Collaborating
Micro-level focused	Macro-level focused
Partial perspective	Holistic perspective
Local concern	Global concern
Enterprise shareholders' interests	Internal and external stakeholders' interests
Financial capital	Human capital
Organic models	Dynamic models
Reactive to change	Proactive to change
Isolated islands	Multidisciplinary & interdependency

Source: *El-Fekey and Mostafa (2020)*

With this proposed environmental/organizational culture, it is hoped that it will infuse a sense of *sustainability stewardship* where each person/employee will feel dedicated to and accountable for SD in society/corporations. As Mishra *et al.* (2013) argued, sustainability is no longer just a social obligation for a select group of "Do-Gooders." But rather, it

becomes an obligation to individuals, organizations, societies, and the entire globe - as it should be a common means of operating a business and a means of quality life. It is believed that it is the main responsibility of HRD practitioners to play the role of change catalysts in such a mindset shift. HRD and sustainability cannot be separable; they go hand in hand to attain sustainable culture. The proposed framework intends to participate in this required paradigm shift.

5. Proposed Framework and Discussion

One may claim that all sustainability models were created based on the TBL model, including the proposed framework. The proposed "Global Dynamic Sustainable Humanity Framework" is based also on the most recent studies in human sustainability - as the ones mentioned above; with more focus on Scully-Russ (2012) and Ardichvili (2012) studies, and it is primarily influenced by Katunian (2019) work. The conceptual framework is constructed in three stages and discussed as follows.

5.1 First Stage: Revising the TBL Model Dimensions

The first step is to revise the three dimensions of the TBL. It is believed that the "economy" component needs to be replaced by "political economy." Ironically, despite several scholars, including Scully-Russ (2012), Gale (2018), and Sabau (2020), mentioning political economy in their sustainability studies, none of them have considered revising the TBL model in accordance. Scully-Russ (2012) concentrated on political economy, linked it to her three HRD models, and talked about its significance and wider perspective in redefining private capital from "private wealth" to a broader "community resource," and thus overcoming poverty and protecting the environment - as mentioned in the previous section.

Gale (2018) used the term *'The Political Economy of Sustainability'* to underline the significance of political economy and highlight its depth and interdisciplinary nature. He also accused modern economics of being ignorant. Although the concept of "sustainable development" was introduced at the beginning of the 18th century, yet after three centuries, humanity is still suffering from unsustainable development – featuring "ecosystem damage, social inequality, and cultural homogenization" (Sabau, 2020, p. 2). Gale (2018) refers to the problem of the importance of viewing sustainability from a political economy perspective, where socio-economic and political development are taken into consideration (Sabau, 2020, p. 2).

"The author's answer lies in the deficient way of articulating the meaning of sustainable development from within a received political, economic paradigm that promotes a monistic concept of economic value and ignores the multiple values underlying sustainability…. "What is required is a new political economy of sustainability that does justice to sustainability's own unique, emergent, pluralistic conception of economic value and wealth" (pp. 2-4).

Political economy is "a field of inquiry that should be concerned with the totality of the impacts of the production and consumption of goods and services along ever-lengthening and more complex extraction-disposal chains" (p.44). Accordingly, the "economy"

dimension is being replaced by the "political economy" dimension in the proposed framework (figure 7).

The second step is to change the center of the TBL model. At the beginning, "sustainability" was placed in the middle of the TBL model (Figure 6). Then, HR researchers amended it to put "Sustainable HRD" in the middle (Figure 2). The concept of *humanity* has been stressed in researchers' studies in several ways. Mishra *et al.* (2013) referred to it as "people first," whereas Scully-Russ (2012) referred to it as a "humanitarian workplace." However, neither framework has included "humanity," – as suggested in the proposed framework (figure 7).

Figure 6. TBL 3Ps
Source: Coşkun Arslan and Kısacık (2017)

Some scholars like Newton and Freyfogle (2005) questioned that while the term 'sustainability' indicates long-term consideration, it doesn't explain what is being sustained and by who (Russ-Eft, 2014). Certainly, one may state that the answer is unambiguous and straightforward: "human beings." Hence, Katunian (2019) viewed the "individual" as the sustainability driving force for the organization and, ultimately, the whole society.

According to the aforementioned critical analysis, the following is a proposed adjustment to Katunian's (2019) (figure 3):

A.   One may criticize viewing the 'individual/human' as a fourth dimension in the TBL but rather view it as the heart of the model.

B.   Hence, it is suggested that the "individual" dimension be replaced with "humanity" (as a broader dimension) and be placed in the center of the model, as shown in Figure 7.

All sustainability initiatives are desired to be carried out by humans and for the benefit of humanity. Who is in charge of the economy, society, and environment, one could wonder? Who has the authority and motivation to determine whether to destroy or protect the earth? The "human being" is it. Therefore, it is advised that humanity be placed at the core of the SD framework, around which all other dimensions are revolving around, originating from and leading to it.
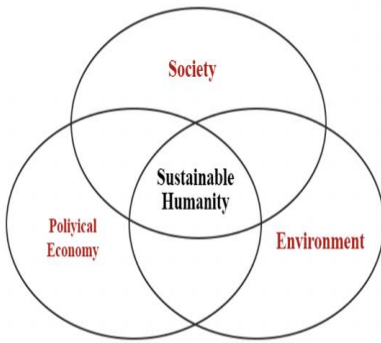
Figure 7. Sustainable Humanity Framework
Source: El-Fekey and Mostafa (2020)

It was mentioned earlier that a critique was directed to the "holistic HRD" (HHRD) model for its humanist roots, which do not realize business cruelty and lack of morals. (McGuire *et al.,* 2005). This is another compelling argument in favor of placing humans at the center of the sustainability framework. Centering it as "Sustainable Humanity" aims to facilitate HRD researchers, educators, and practitioners in shifting stakeholders' mindsets toward the inevitable nature of sustainability. In order to *sustain sustainability,* it should become a way of life rather than an occasional voluntary endeavor.

Humanity has been emphasized in the literature where Ashley and Carney (1999) refer to it as a "sustainable livelihood framework,"; and Mishra *et al.* (2013) name it "corporate human sustainability." The suggested framework is called "Sustainable Humanity." Others have addressed crucial human sustainability issues, including morals and ethics, frequently referred to as "eco-consciousness" (Scully-Russ, 2012). They emphasized the ethical importance of HRD practices that are ecologically mindful (Valentin, 2015). Hage and Rauckien (2004) argued that if we wish to revise our relations with nature, we ought to reconstruct our consciousness. The principles of humanistic psychology and holistic philosophy form the foundation of ecocentric awareness. Ecological consciousness, or the perception of an ecological "me," was defined as "new rationality, real wisdom and knowledge of real human." (Hage and Rauckienė, 2004, p.60). Now, it becomes evident that it depends on human ethics, morals, and consciousness, i.e., "humanity" in its broader sense. Thus, it is placed in the middle of the proposed framework and named "Sustainable Humanity" (Figure 7).

5.2 Second Stage: Integrating HRD in a transformed Dynamic TBL Framework

The integrated HRD dimensions that are presented in Figure 8 are based on the collective work of sustainability frameworks done by Scully-Russ (2012), and he suggested corresponding HRD models (described above): holistic HRD (HHRD), strategic HRD (SHRD), and critical HRD (CHRD). These three complementary HRD viewpoints are meant to enable the suggested framework to be highly 'responsive' and *'proactive'* to any unanticipated global changes.

The TBL has been subject to two criticisms. A) Russ-Eft (2014) highlighted how the TBL's emphasis on each dimension led to *division* and issues with striking a balance among the

social, economic, and ecological aspects. The emphasis should instead be on how these dimensions are interdependent and, on the means, to mutually support them. B) Since SD is dynamic by nature, the TBL cannot be a static model. Applying sustainable HRD in today's dynamic and continuously changing world (Katunian, 2019), one could assert that "sustainability necessitates sustainability." Thus, it is thought that the SD model must continuously adapt to the unforeseeable future because we live in a world that is politically, economically, socially, and environmentally volatile. However, in all previous studies, the TBL has been presented as a static framework - unlike reality. Hence, the proposed framework stresses on the TBL 'dynamic,' 'interdependent,' and 'interconnected' nature - presented by the arrows in Figure 8.
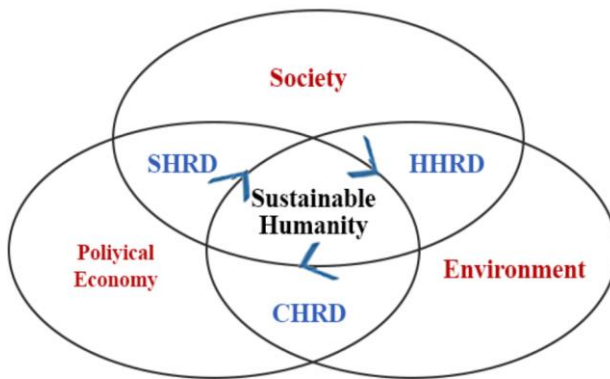

Figure 8. Dynamic Sustainable Humanity Framework
Source: Authors

The rotation of the different dimensions caused by the arrows reflect: a) the interconnectivity and interdependence among the social, political economy, and ecology dimensions – corresponding to Russ-Eft's (2014) criticism (mentioned above); and b) the *means* by which the three HRD (SHRD, HHRD & CHRD) models rotate and mutually support the three TBL dimensions. Therefore, the three HRD models can serve and interconnect with society, the political economy, and the environment thanks to the proposed framework's rotational dynamic character. For instance, once the intersection of HHRD might be between society and the environment, the intersection will then move between environment and political economy as the framework rotates. Then the HHRD intersection between political economy and society will occur as the framework rotate further. The same mechanism applies to SHRD and CHRD through continued rotation. According to Scully-Russ' analysis (2012), each HRD model inevitably plays a crucial role in SD. "While traditional HRD employs training and development interventions to solve specific operational problems, SHRD is a proactive, system-wide intervention that supports corporate strategy and continuous change (McCracken and Wallace, 2000)". Hence, the proposed framework intends to have proactive and dynamic nature.

5.3 3.3 Third Stage: Merging Global Sustainable Working System in a Dynamic Framework

While creating this framework, some crucial queries emerged, such as: Where does this framework exist? What influences it, and who does it influence? After navigating the literature and analyzing the different models, one discovers that in order for the "sustainable humanity framework" to be successful, it needs to be implemented in an environment and organizational culture that is supportive, i.e., Sustainable Work Systems (SWS). Ardichvili (2012) referred to the outermost and final layer of the proposed structure as SWS; however, it will now be referred to as *"Global Sustainable Work Systems" (GSWS),* which is likewise dynamic in nature as seen by the rotating arrows in (figure 9). Since they are all becoming more integrated and interdependent in the 21ST century, one cannot separate local from the global environment, local from global business and society, nor national from the international economy. Based on the above three-stages framework, the research proposition can be illustrated by the proposed framework (figure 9).
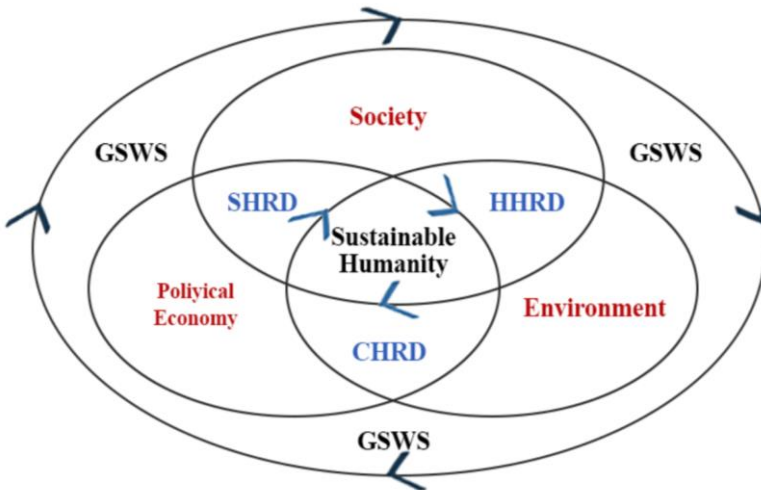

Figure 9. Global Dynamic Sustainable Humanity Framework
Source. Authors

Research proposition: *The mutually co-constructive relationship between sustainability and HRD depends on Global, dynamic, and resilient interaction.*

6. Conclusion

In conclusion, this paper is among the first to enhance one's understanding of the HRD concept and develop a conceptual framework through the integration of different theoretical viewpoints with regard to the HRD's integrative role in the sustainability agenda. The proposed "Global Dynamic Sustainable Humanity Framework" has been created to contribute to the Sustainability Science and Human Resource Development literature. It has been realized that there are some valuable frameworks that are unrelated to each other, has been criticized, and have some limitations. Hence these frameworks

needed to be comprehensively studied under the umbrella of Sustainability & HRD; compared to each other; and incorporated together to recognize the added value of each one, fill the identified gaps, and complement each other. Thus, in its effort to fulfill these requirements, the proposed framework came up with a comprehensive, coherent framework that compiled the previous models and took them to a higher human, global, dynamic, and resilient macro level, i.e., a more contemporary framework. The proposed study also contributed to the literature by identifying the needed mentality and culture - "Sustainable Humanity Paradigm" - as a mandatory foundation to sustain sustainability.

The paper contributes to the sustainability literature by filling the gap of the shortsighted HR in integrating HRD practices into sustainable businesses (Mishra *et al.*, 2013; Randev and Jha, 2019); and analyzing sustainability from the environmental perspective while ignoring the HR perspective (Katunian, 2019; Randev and Jha, 2019). Moreover, it will contribute to the low number of conducted research on human sustainability (Pfeffer, 2010; Chams and García-Blandón, 2019).

7. Theoretical and Practical Implications

The authors' work contributes to the field - both theoretical and practical. First of all, several rich theoretical perspectives that were studied individually have been brought together and combined in one coherent framework. Second, this review aims to serve as an introduction to filling the literature shortage in studying the HRD's integral role in sustainable development. Third, a conceptual framework is proposed and is believed to be: a) dynamic and resilient in order to cope with the constant change of nowadays; b) global as the world becomes one small village. This has been achieved as a result of a comprehensive literature review and critical analysis of some chosen relevant studies. Fourth, in order for the proposed framework to be applied successfully and effectively, a crucially important paradigm shift (from a traditional environment to a sustainable environment) has been proposed.

Practically speaking, it is believed that if HR practitioners adopt the proposed framework, it will enable them to play the role of change catalyst in a) raising sustainable humanity awareness, b) applying the global dynamic, sustainable humanity framework in their relevant institutions; c) supporting people moving towards sustainable behavior by making the transition of the mindset shift to GSWS. Moreover, the proposed framework can be an added valuable mechanism for policymakers on the organizational, national, and global levels.

8. Limitations and Future Research

Despite the critical identification and comprehensive integration of the sustainability and HRD literature, the review has limitations that should be acknowledged. The researchers limit their search to a specific date so as to identify all publications from the year 2010 to 2022. Hence, it is suggested that future research consider other periods of time. This research is also limited to a number of selected studies based on the selected criteria; future research could include a wide range of conceptual models. The proposed framework in this research has been developed conceptually, where the framework was

not tested empirically. Hence, future research could drive hypotheses based on the proposed conceptual framework and test them empirically to find out how the dimensions described by the model are linked to the success of businesses, particularly in light of Corporate Agenda 21's call for all stakeholders to incorporate social and environmental responsibility into their organizations (McDermott, 2009).

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