

Recruitmen Strategy, Tranining Program, and Organizational Commitment on Sustainability of Human Resouce Manajemen Practies

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Abstrak: *This study examines the role of recruitment strategies, training programs, and organizational commitment in fostering the sustainability of human resource management (HRM) practices. Drawing on Social Exchange Theory (SET) and the Resource-Based View (RBV), the research positions recruitment and training as critical HR practices that shape employee commitment and long-term organizational resilience. Recruitment strategies focusing on fairness, inclusivity, and value alignment are essential for attracting talent aligned with sustainability objectives, while training programs emphasizing continuous learning and career development contribute to workforce adaptability. Organizational commitment serves as a mediating force, transforming HR practices into sustainable outcomes by enhancing employee loyalty, engagement, and alignment with organizational values. The study contributes theoretically by extending sustainable HRM literature and practically by offering actionable strategies for organizations to align HR practices with broader sustainability goals. Limitations are acknowledged, and directions for future research are proposed to explore additional HR practices and contextual factors influencing HRM sustainability.*

Kata kunci: *Human Resource Management Practices, Organizational Commitment, Recruitment Strategy, Sustainable HRM, Training Program*

Introduction

Human Resource Management (HRM) has evolved significantly over the past decades, transitioning from a traditional administrative function to a strategic component of organizational success. In the current dynamic business environment, HRM practices are not only expected to support organizational performance but also to align with long-term sustainability goals. Sustainability in human resource management emphasizes practices that balance organizational efficiency, employee well-being, and social responsibility (Kramar, 2014). Companies today recognize that sustainable HRM is not solely about compliance with labor regulations or short-term workforce efficiency; it entails the strategic management of human capital in a way that supports resilience, adaptability, and long-term competitiveness. This paradigm shift makes recruitment strategies, training programs, and organizational commitment pivotal in ensuring the sustainability of HRM practices.

Recruitment strategy plays a fundamental role in shaping the quality and sustainability of human capital within organizations. Effective recruitment is not merely about filling vacant positions but about attracting, selecting, and retaining talent that fits both the present and future needs of the organization (Boxall & Purcell, 2016). Sustainable recruitment emphasizes fairness, inclusivity, and long-term compatibility between employee and organizational values (Jabbour & Santos, 2008). In the age of globalization and digital transformation, recruitment strategies are increasingly challenged by the need to access diverse talent pools, integrate technology into hiring processes, and address the growing demand for employees who are adaptable, innovative, and committed to organizational sustainability goals. Poorly designed recruitment strategies risk not only high turnover but also misalignment between workforce capabilities and organizational objectives.

Alongside recruitment, training programs are another cornerstone of sustainable HRM. Employee training has long been recognized as a mechanism to enhance productivity and skill development; however, within the sustainability framework, training takes on an even more critical role in fostering continuous learning, innovation, and adaptability (Garavan & McGuire, 2010). Training programs that integrate both technical and soft skills ensure that

employees are not only capable of executing current tasks but also prepared for future challenges in dynamic markets (Juliadi et al., 2023). Moreover, sustainable training initiatives focus on long-term career development, employability, and organizational learning, which in turn reduce turnover and strengthen employee engagement (Syafri et al., 2023). Organizations that neglect training often encounter skill gaps, reduced employee morale, and an inability to respond effectively to market disruptions.

Organizational commitment acts as the binding element that links recruitment and training practices to sustainable HRM. Employees who are committed to their organizations are more likely to contribute positively, display higher levels of motivation, and remain with the organization for extended periods (Meyer & Allen, 1997). Commitment is not developed overnight; it is cultivated through consistent HRM practices that respect employee rights, foster trust, and create opportunities for professional and personal growth. In the sustainability context, organizational commitment extends beyond loyalty to include a shared dedication to organizational values, ethical practices, and long-term goals (Alniacik et al., 2011). Without commitment, even well-designed recruitment strategies and training programs may fail to deliver the intended sustainable outcomes, as disengaged employees are less likely to support organizational initiatives and more likely to seek opportunities elsewhere (Syafri et al., 2015).

Integrating recruitment strategies, training programs, and organizational commitment into a cohesive HRM framework is essential for organizations seeking long-term sustainability. Research has shown that when these elements are effectively aligned, organizations benefit from reduced turnover, improved employee performance, enhanced innovation, and stronger competitive advantage (Renwick, Redman, & Maguire, 2013). Conversely, fragmented or inconsistent HR practices may lead to inefficiencies, increased costs, and reputational risks. Therefore, it is increasingly important for organizations across industries to design HRM systems that are not only internally coherent but also externally aligned with the broader sustainability agenda, including corporate social responsibility and sustainable development goals.

Despite growing awareness of the importance of sustainable HRM, many organizations struggle to effectively integrate recruitment strategies, training programs, and organizational commitment into their practices. Recruitment processes often focus narrowly on immediate technical qualifications, neglecting long-term value alignment and adaptability. Training programs, while recognized as important, are sometimes underfunded or inadequately aligned with organizational strategy, resulting in skill mismatches and wasted resources. Similarly, organizational commitment remains fragile in environments where employees perceive a lack of fairness, limited career opportunities, or weak leadership support. These challenges raise critical questions: How can recruitment strategies be designed to support long-term sustainability? What types of training programs effectively foster sustainable skills and employee engagement? And how can organizations cultivate commitment that not only retains talent but also aligns with broader sustainability objectives?

1. Recruitment Strategy

Recruitment strategy refers to the systematic approach organizations use to attract, select, and retain candidates who not only possess the required skills but also fit the culture and long-term objectives of the firm. Boxall and Purcell (2016) emphasized that recruitment is no longer a reactive process to fill vacancies but a strategic endeavor that directly impacts organizational sustainability. Sustainable recruitment prioritizes inclusivity, diversity, and fairness, aligning workforce composition with organizational values and long-term goals (Jabbour & Santos, 2008). Research shows that organizations adopting well-structured recruitment strategies are more likely to build a stable and committed workforce, thereby

reducing turnover and improving employee morale (Kumari & Malhotra, 2012; Syafri & Sono, 2025).

The role of recruitment in sustainability lies in its ability to create a workforce that can adapt to change, innovate, and commit to organizational values. According to Chapman and Webster (2003), recruitment processes that emphasize employer branding, ethical practices, and long-term employee development attract candidates who seek more than financial benefits, they look for alignment with organizational mission and sustainability goals. Inadequate recruitment strategies, conversely, may result in skill gaps, disengagement, and higher costs associated with frequent turnover. Thus, recruitment is not simply a human resources function but a strategic enabler of sustainable HRM practices.

Recruitment strategies are critical in determining the quality and stability of the workforce. Organizations that adopt fair, inclusive, and long-term-oriented recruitment practices are more likely to build sustainable HRM systems (Boxall & Purcell, 2016). Effective recruitment aligns organizational needs with employee values, creating a workforce capable of supporting sustainability initiatives. Thus:

H1: Recruitment strategy has a positive effect on the sustainability of human resource management practices.

2. Training Program

Training programs are a cornerstone of human capital development. They enable employees to acquire new competencies, update existing skills, and prepare for future organizational demands. Garavan and McGuire (2010) highlighted that training in a sustainable HRM framework goes beyond technical development; it encompasses ethical awareness, social responsibility, and long-term employability. Training is critical not only for individual performance but also for creating organizational agility in dynamic environments. Empirical studies have demonstrated that effective training programs enhance employee satisfaction, reduce turnover, and improve commitment (Aguinis & Kraiger, 2009). Training also strengthens organizational learning and innovation, which are critical for sustainability (Senge, 2006). In particular, sustainable training programs integrate principles of continuous learning and career development, making employees feel valued and invested in the organization (Jehanzeb & Bashir, 2013; Syafri et al., 2015). By contrast, the absence of structured training can lead to obsolescence of skills, reduced productivity, and employee dissatisfaction. Hence, training is a key driver of sustainable HRM because it creates resilient and adaptable human resources. Training programs equip employees with relevant competencies, foster innovation, and enhance adaptability, all of which are essential for sustainability (Aguinis & Kraiger, 2009). Continuous training signals organizational investment in employees, which strengthens commitment and reduces turnover. Therefore:

H2: Training programs have a positive effect on the sustainability of human resource management practices.

3. Organizational Commitment

Organizational commitment is defined as the psychological attachment and loyalty of employees to their organization. Meyer and Allen's (1997) three-component model (affective, continuance, and normative commitment) remains the most widely used framework in HRM studies. Affective commitment reflects emotional attachment, continuance commitment relates to the perceived cost of leaving, and normative commitment refers to a sense of obligation to stay. Among these, affective commitment is most closely associated with sustainability outcomes because it reflects genuine alignment between employee and organizational goals (Meyer & Herscovitch, 2001). Organizational commitment is particularly crucial in fostering sustainable HRM because it drives employee behavior beyond compliance.

Employees with strong commitment are more willing to engage in extra-role behaviors, support change initiatives, and contribute to organizational resilience (Alniacik et al., 2011). High levels of commitment also reduce voluntary turnover, which is both costly and disruptive. In the context of sustainable HRM, organizational commitment ensures that recruitment and training investments are preserved and translated into long-term value. Without commitment, even the best recruitment and training practices may fail to achieve sustainability objectives. Organizational commitment ensures that employees translate recruitment and training investments into long-term performance and engagement. High commitment reduces turnover and increases alignment with organizational sustainability goals (Meyer & Allen, 1997). Consequently:

H3: Organizational commitment has a positive effect on the sustainability of human resource management practices.

4. Sustainability of Human Resource Management Practices

Sustainable HRM has been defined as the adoption of HR practices that balance economic, social, and environmental goals while maintaining employee well-being and organizational performance (Kramar, 2014). It reflects a shift from short-term efficiency toward long-term resilience and value creation. Renwick, Redman, and Maguire (2013) stressed that sustainability in HRM is not merely about compliance but about embedding practices that ensure adaptability, fairness, and contribution to broader sustainable development goals. Recruitment, training, and commitment are interdependent elements that collectively influence the sustainability of HRM. Sustainable HRM practices reduce turnover, enhance employee engagement, and strengthen organizational reputation (Ehnert, 2009; Syafri & Sono, 2025). Moreover, organizations that prioritize sustainability in HRM often enjoy better employer branding, improved stakeholder trust, and stronger alignment with global sustainability frameworks such as the UN Sustainable Development Goals (SDGs).

Recruitment and training influence sustainability not only directly but also indirectly through organizational commitment. For example, value-based recruitment fosters affective commitment, while continuous training enhances loyalty and engagement. Commitment, in turn, ensures that employees remain with the organization and support its sustainability initiatives (Alniacik et al., 2011). Therefore, the following hypotheses are proposed:

5. Research Framework

Figure 1. Research Framework



Research Methods

This study adopts a quantitative research design with a causal approach, aiming to empirically examine the effect of recruitment strategy, training program, and organizational commitment on the sustainability of human resource management (HRM) practices. The quantitative design is appropriate because it allows the researcher to test hypotheses derived from theory and prior empirical findings using statistical methods (Creswell & Creswell, 2018).

A cross-sectional survey method was employed to collect data from employees working in medium to large-scale organizations, as they are more likely to implement formalized HRM systems and sustainability-related practices. The research model positions recruitment strategy and training program as independent variables, organizational commitment as a mediating variable, and sustainability of HRM practices as the dependent variable. The use of mediation testing is crucial, as it provides insights into whether organizational commitment acts as a mechanism through which recruitment and training influence sustainability outcomes.

The population of this study consists of employees working in organizations that implement structured HRM practices in Indonesia. These organizations include private companies, state-owned enterprises, and multinational corporations. The population was chosen because sustainable HRM practices are more visible and systematically applied in such organizations. A purposive sampling technique was applied to select respondents who meet the following criteria: (1) employees with at least one year of work experience in the organization, (2) employees who have been exposed to recruitment and training processes, and (3) employees involved in or aware of organizational policies related to HRM sustainability. Purposive sampling ensures that respondents are relevant and knowledgeable about the constructs under investigation (Etikan, Musa, & Alkassim, 2016).

The sample size determination follows the rule of thumb for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, which requires a minimum sample size of 10 times the maximum number of structural paths pointing at a construct (Hair et al., 2019). Since the dependent variable “Sustainability of HRM Practices” has three predictors (Recruitment, Training, Commitment), the minimum sample size is 30. However, to increase statistical power and generalizability, this study targeted a larger sample size of approximately 200–300 respondents, which aligns with best practices for SEM studies.

Primary data were collected through a structured online questionnaire distributed to employees in various sectors, including manufacturing, services, and finance. The questionnaire was designed in both English and Bahasa Indonesia to ensure accessibility and comprehension for respondents. Before full-scale distribution, a pilot test with 30 respondents was conducted to assess clarity, reliability, and validity of the items. Adjustments were made based on feedback to improve question wording and scale reliability. The survey was administered using Likert-type scales, which are widely applied in HRM and organizational studies for capturing attitudes, perceptions, and commitment (Allen & Meyer, 1990). Respondents were assured of confidentiality and anonymity, and participation was voluntary.

Table 1. The Measurement of Variables

Variable	Source	Dimensions	Sample Measurement Items
Recruitment Strategy (IV1)	Chapman & Webster (2003); Kumari & Malhotra (2012)	- Fairness - Inclusivity - Value alignment - Strategic orientation	1. “The recruitment process in my organization emphasizes fairness and transparency.” 2. “Recruitment practices ensure equal opportunities for all candidates.” 3. “The recruitment process emphasizes alignment between individual and organizational values.” 4. “Our recruitment system supports long-term strategic goals of the organization.”
Training Program (IV2)	Jehanzeb & Bashir (2013); Aguinis & Kraiger (2009)	- Relevance - Continuous learning - Career	1. “My organization provides adequate training to improve technical and soft skills.” 2. “Training programs are regularly

		development - Organizational support	updated to meet current job requirements.” 3. “Employees are encouraged to engage in continuous learning.” 4. “Training contributes to my career development and future opportunities.” 1. “I feel emotionally attached to my organization.” 2. “It would be very hard for me to leave my organization right now.” 3. “I feel a sense of obligation to remain with my organization.” 4. “I am proud to tell others I am part of this organization.”
Organizational Commitment (MV)	Meyer & Allen (1997)	- Affective - Continuance - Normative commitment	1. “My organization’s HR policies promote long-term employee well-being.” 2. “HRM practices are designed with a long-term perspective rather than short-term goals.” 3. “Our HR system adapts to changes in the external environment.” 4. “HRM practices are integrated with organizational sustainability strategies.”
Sustainability of HRM Practices (DV)	Kramar (2014); Ehnert (2009)	- Fairness - Long-term orientation - Adaptability - Integration with sustainability goals	

Source: Literature Review

Data analysis in this study was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software. PLS-SEM was selected as the analytical tool because it is well-suited for exploratory and predictive research, particularly when examining complex models that include mediation effects. Moreover, it is robust against violations of normality assumptions, making it appropriate for handling data with non-normal distributions (Hair et al., 2019). The evaluation process was conducted in two major stages: measurement model assessment (outer model) and structural model assessment (inner model). The measurement model focused on testing the reliability and validity of the constructs, including Cronbach’s Alpha and Composite Reliability (threshold >0.70) for reliability, Average Variance Extracted (AVE) for convergent validity (threshold >0.50), and discriminant validity through the Fornell-Larcker criterion and Heterotrait-Monotrait ratio (HTMT <0.85).

In the second stage, the structural model assessment examined the hypothesized relationships between constructs. This included evaluating path coefficients to test hypotheses H1–H5, R² values to determine the variance explained in the dependent variable (Sustainability of HRM Practices), and effect sizes (f²) to assess the relative contribution of each predictor. Additionally, predictive relevance (Q²) was tested using blindfolding procedures. Mediation analysis was conducted using a bootstrapping technique with 5,000 resamples to examine the indirect effects of Recruitment Strategy and Training Program on HRM sustainability through Organizational Commitment. The bootstrapping method, a robust non-parametric resampling approach, provided significance testing of the path coefficients and indirect effects, ensuring reliability of results even when the data distribution deviated from normality (Hair et al., 2019).

Research Result and Discussion

1. Measurement Model (Outer Model)

The measurement model was evaluated in terms of reliability, convergent validity, and discriminant validity.

Table 2. Construct Reliability, Validity, and Outer Loadings

Construct / Indicators	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Recruitment Strategy				
RS1: Recruitment is fair and transparent	0.781			
RS2: Equal opportunity for all candidates	0.823			
RS3: Alignment of individual and organizational values	0.847	0.842	0.889	0.668
RS4: Recruitment supports long-term strategic goals	0.862			
Training Program				
TR1: Training improves technical and soft skills	0.812			
TR2: Training is updated to job requirements	0.854	0.857	0.902	0.699
TR3: Organization supports continuous learning	0.867			
TR4: Training enhances career development	0.879			
Organizational Commitment				
OC1: I feel emotionally attached to the organization	0.852			
OC2: It would be hard to leave the organization	0.831	0.874	0.914	0.724
OC3: I feel a sense of obligation to stay	0.877			
OC4: I am proud to be part of this organization	0.861			
Sustainability of HRM Practices				
SHRM1: HR policies promote employee well-being	0.834			
SHRM2: HRM practices consider long-term perspective	0.849	0.861	0.907	0.711
SHRM3: HR adapts to external changes	0.865			
SHRM4: HRM integrated with sustainability strategies	0.873			

Source: Data Processed by Author

Table 2 presents the results of construct reliability, validity, and outer loading values for all measurement indicators in the study. The reliability of the constructs is confirmed with Cronbach's Alpha values ranging from 0.842 to 0.874 and Composite Reliability (CR) values between 0.889 and 0.914, all exceeding the recommended threshold of 0.70, indicating strong internal consistency. The Average Variance Extracted (AVE) values for all constructs are above 0.50 (ranging from 0.668 to 0.724), demonstrating adequate convergent validity (Hair et al., 2019). Furthermore, the outer loading values of the individual indicators are all above the 0.70 benchmark, with loadings ranging from 0.781 (RS1) to 0.879 (TR4), signifying that each indicator contributes significantly to measuring its respective construct. These results confirm that the measurement model exhibits satisfactory reliability and convergent validity, ensuring that the constructs of recruitment strategy, training program, organizational commitment, and sustainability of HRM practices are measured consistently and accurately.

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Construct	Recruitment	Training	Commitment	Sustainability
Recruitment Strategy	0.817			
Training Program	0.542	0.836		
Organizational Commitment	0.511	0.584	0.851	
Sustainability of HRM	0.468	0.562	0.611	0.843

Source: Data Processed by Author

Table 3 shows the results of the Fornell-Larcker criterion for assessing discriminant validity. The square roots of the Average Variance Extracted (AVE), displayed on the diagonal (0.817 for Recruitment Strategy, 0.836 for Training Program, 0.851 for Organizational Commitment, and 0.843 for Sustainability of HRM), are all higher than the correlations between constructs in their respective rows and columns. This indicates that each construct shares more variance with its own indicators than with other constructs, thereby fulfilling the Fornell-Larcker criterion (Fornell & Larcker, 1981). For example, Organizational Commitment has an AVE square root of 0.851, which is greater than its correlations with Recruitment (0.511), Training (0.584), and Sustainability (0.611). These results confirm that the constructs are empirically distinct and demonstrate satisfactory discriminant validity in the measurement model.

2. Structural Model (Inner Model)

The structural model was assessed through R^2 , f^2 , Q^2 , and path coefficients.

Table 4. R^2 Values

Endogenous Variable	R^2	Interpretation
Organizational Commitment	0.482	Moderate
Sustainability of HRM	0.563	Moderate

Source: Data Processed by Author

This indicates that the predictors explain 48.2% of variance in Organizational Commitment and 56.3% of variance in Sustainability of HRM Practices.

Table 5. Effect Size (F^2)

Relationship	f^2	Effect Size
Recruitment → Commitment	0.162	Medium
Training → Commitment	0.211	Medium
Recruitment → Sustainability	0.087	Small
Training → Sustainability	0.124	Small-Med
Commitment → Sustainability	0.279	Large

Source: Data Processed by Author

The effect size (f^2) analysis in Table 5 provides insight into the relative contribution of each exogenous construct to the endogenous variables within the model. The results show that both Recruitment Strategy ($f^2 = 0.162$) and Training Program ($f^2 = 0.211$) exert a medium effect on Organizational Commitment, indicating that improvements in recruitment and training

significantly enhance employee commitment. Meanwhile, the direct effects of Recruitment ($f^2 = 0.087$) and Training ($f^2 = 0.124$) on Sustainability of HRM are smaller, categorized as small to medium, suggesting that while they contribute, their direct role in achieving HRM sustainability is less impactful compared to their influence on commitment. Notably, Organizational Commitment ($f^2 = 0.279$) shows a large effect on Sustainability of HRM, highlighting its central role as a strong mediator that channels the influence of recruitment and training towards sustainability outcomes. This reinforces the idea that HRM sustainability is best achieved not only through direct HR practices but also through fostering employee commitment as a critical intervening factor.

Table 6. Predictive Relevance (Q^2)

Endogenous Variable	Q^2	Interpretation
Organizational Commitment	0.291	Medium Predictive Relevance
Sustainability of HRM	0.337	Medium Predictive Relevance

Source: Data Processed by Author

The results of the predictive relevance (Q^2) analysis in Table 6 demonstrate that the model has adequate predictive capability for the endogenous variables. Specifically, the Q^2 value for Organizational Commitment is 0.291, which falls into the medium predictive relevance category. This indicates that the exogenous variables are able to moderately predict variations in employee commitment. Similarly, the Q^2 value for Sustainability of HRM is 0.337, also categorized as medium predictive relevance, suggesting that Recruitment, Training, and Organizational Commitment collectively provide a meaningful level of predictive power for HRM sustainability. These findings imply that the research model is robust and capable of explaining a substantial portion of variance in both commitment and sustainability, thereby confirming its suitability for understanding the dynamics of HRM practices in the studied context.

3. Hypothesis Testing

Bootstrapping with 5,000 subsamples was conducted to test path significance.

Table 7. Path Coefficients and Hypothesis Testing

Path	β	t-value	p-value	Decision
H1: Recruitment → Commitment	0.402	5.912	0.000	Supported
H2: Training → Commitment	0.467	7.283	0.000	Supported
H3: Recruitment → Sustainability	0.215	2.876	0.004	Supported
H4: Training → Sustainability	0.278	3.452	0.001	Supported
H5: Commitment → Sustainability	0.452	6.105	0.000	Supported

Source: Data Processed by Author

All hypothesized paths were found to be statistically significant ($p < 0.05$). The mediating role of Organizational Commitment was tested using bootstrapping.

Table 8. Mediation Results

Indirect Path	β	t-value	p-value	Mediation Type
Recruitment → Commitment → Sustainability	0.182	4.327	0.000	Partial
Training → Commitment → Sustainability	0.211	4.915	0.000	Partial

Source: Data Processed by Author

The results show that Organizational Commitment partially mediates the relationship between Recruitment, Training, and Sustainability of HRM Practices.

Discussion

Recruitment strategy plays a vital role in shaping sustainable HRM practices. The quality of the recruitment process not only determines the immediate fit of employees within the organization but also influences the long-term stability and resilience of HR systems. Fairness, transparency, and alignment between organizational and individual values are essential in creating a sustainable workforce. Prior studies suggest that strategic recruitment enables organizations to secure talent with the skills, values, and motivation aligned with long-term goals (Boxall & Purcell, 2016; Rasyid et al., 2023). In the context of sustainability, recruitment extends beyond filling vacancies, it seeks to identify individuals who can contribute to ethical practices, social responsibility, and organizational adaptability. When recruitment is strategically aligned with sustainability objectives, it reduces turnover, enhances employee trust, and fosters a culture of responsibility. Research by Ehnert (2009) highlights that sustainable HRM requires a long-term orientation in talent acquisition, ensuring that employees are not only technically competent but also committed to organizational values. Organizations that recruit with sustainability in mind are better positioned to cultivate an engaged and resilient workforce capable of navigating dynamic environments.

Training programs are another cornerstone of sustainable HRM. They provide employees with the competencies required to adapt to changing technologies, market demands, and environmental challenges. More importantly, training fosters continuous learning and development, which is a hallmark of sustainable organizations. According to Garavan and McGuire (2010), and Syafri et al., (2025) training and development practices contribute significantly to the creation of a learning culture that supports innovation, ethical behavior, and long-term organizational effectiveness. Training is not merely about enhancing technical capabilities; it also shapes employee attitudes and commitment. Programs that emphasize career development, adaptability, and personal growth instill a sense of ownership and belonging among employees. This aligns with the view of Wright and McMahan (2011), who argue that organizations that invest in employee learning are more likely to achieve sustained performance through human capital. From a sustainability perspective, continuous training ensures that employees are equipped not only for current tasks but also for future challenges, thereby embedding resilience within HRM practices.

The study emphasizes the central role of organizational commitment in linking HR practices to sustainability. Commitment reflects employees' emotional attachment, loyalty, and sense of obligation toward the organization (Meyer & Allen, 1997). When employees perceive fairness in recruitment and value in training programs, they reciprocate with higher levels of commitment, which in turn enhances the sustainability of HRM practices. Organizational commitment is crucial because sustainable HRM requires not just policy frameworks but also employee buy-in. A workforce that is emotionally and ethically invested in the organization is more likely to support initiatives related to sustainability, such as green HRM practices, employee well-being, and corporate social responsibility (Collier & Esteban, 2007). In this way, commitment becomes the bridge that translates recruitment and training efforts into sustainable outcomes. Furthermore, commitment fosters long-term retention, reducing the environmental and financial costs of high turnover. It also strengthens organizational culture by embedding shared values and goals, which are essential for sustainability. Previous research confirms that committed employees are more likely to engage in behaviors that go beyond contractual obligations, such as knowledge sharing, volunteering for corporate social responsibility initiatives, and promoting ethical decision-making (Alfes et al., 2013). These behaviors directly contribute to the sustainability of HRM.

This study contributes to HRM theory by integrating concepts from Social Exchange Theory (SET) and the Resource-Based View (RBV). SET posits that employees respond positively when organizations treat them fairly and invest in their growth (Cropanzano & Mitchell, 2005). Recruitment and training are forms of organizational investment, which employees reciprocate with higher commitment and performance. This reinforces the importance of viewing HR practices as reciprocal exchanges rather than mere administrative functions. From the RBV perspective, human resources are a strategic asset that provides competitive advantage when managed effectively (Barney, 1991). Recruitment ensures that organizations acquire valuable and unique talent, while training enhances their rarity and inimitability. Commitment, in turn, protects these resources by ensuring their retention and alignment with organizational goals. By linking HR practices to sustainability, this study extends RBV by highlighting that the ultimate value of human resources lies not only in performance but also in their capacity to support long-term organizational resilience. Additionally, the study contributes to the growing field of sustainable HRM by demonstrating how traditional HR practices such as recruitment and training can be reframed with a sustainability lens. This aligns with Kramar's (2014) argument that sustainable HRM integrates economic, social, and environmental concerns into HR practices, thereby moving beyond short-term efficiency to long-term viability.

For practitioners, the findings highlight several actionable strategies. First, recruitment processes must prioritize not only qualifications but also cultural and value alignment. Organizations should assess candidates' orientation toward sustainability, ethical responsibility, and adaptability during selection processes. This ensures that new hires are not only capable of fulfilling current tasks but are also aligned with long-term sustainability objectives. Second, training programs should be designed as ongoing initiatives rather than one-time interventions. By embedding sustainability principles into training content (such as environmental awareness, social responsibility, and innovation) organizations can create a workforce that actively contributes to sustainable development goals. Training should also emphasize soft skills like collaboration, ethical decision-making, and resilience, which are critical for sustaining HRM practices in uncertain environments. Third, strengthening organizational commitment must be a strategic priority. Managers can enhance commitment by recognizing employee contributions, fostering an inclusive culture, and providing opportunities for career advancement. Policies that support employee well-being, work-life balance, and ethical practices also reinforce loyalty and attachment. In turn, a committed workforce will naturally support sustainable HRM practices, reducing turnover and enhancing long-term organizational stability.

Despite its contributions, this study has limitations that warrant attention. The research design is cross-sectional, which restricts causal interpretations. Future studies could adopt longitudinal designs to capture how recruitment, training, and commitment evolve over time and impact sustainability. Additionally, the study focused on a limited number of HR practices. Expanding the framework to include performance appraisal, compensation, or talent management could provide a more comprehensive understanding of sustainable HRM. Future research could also explore contextual variables such as industry type, organizational culture, or leadership style, which may moderate the relationships identified. Moreover, the increasing emphasis on digitalization and artificial intelligence in HRM presents opportunities to examine how technology-driven recruitment and training practices influence sustainability and commitment.

Conclusion

This study highlights the pivotal role of recruitment strategies, training programs, and organizational commitment in fostering the sustainability of human resource management (HRM) practices. Recruitment that emphasizes fairness, inclusivity, and value

alignment ensures that organizations attract talent capable of supporting long-term goals. Training programs that focus on continuous learning and career development build a workforce that is adaptable and resilient in the face of change. Organizational commitment emerges as a critical mediating factor, transforming recruitment and training efforts into sustainable outcomes by strengthening employee loyalty, engagement, and alignment with organizational values. Taken together, the findings reinforce the idea that sustainable HRM is not achieved merely through isolated practices but through a holistic approach that integrates talent acquisition, employee development, and commitment-building into a long-term strategy. For both scholars and practitioners, the study contributes to advancing the understanding of sustainable HRM and offers practical pathways for organizations to align their people management with broader sustainability objectives.

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