

SUSTAINABILITY AND SUSTAINABLE HRM CASE STUDY: SUSTAINABLE HRM IN LIGHT OF MINISTRY OF CULTURE, QATAR

Khaloud Al-Sulaiti¹

© 2024 Khaloud Al-Sulaiti. This is an open-access article distributed under the Creative Commons Attribution-Non Commercial-No Derivs license (<http://creativecommons.org/licenses/bync-nd/3.0/>)

DOI 10.2478/WSBJBF-2024-0003

Abstract

The objective of the study is to assess the extent to which the HRM practices of the Qatari Ministry of Culture have been effectively integrating sustainability principles to improve both organizational performance and employee well-being. A mixed-methods approach was employed, which involved interviews with stakeholders, staff members, and HR managers, analyzing documents, administering questionnaires, and conducting interviews.

The findings demonstrated that the Ministry of Culture recognized the significance of sustainability and implemented measures to foster work-life balance, enhance diversity and inclusion, provide opportunities for professional growth, and establish transparent governance and accountability procedures. These activities have positive impacts on the efficiency of the organization, as well as on employee engagement and satisfaction. The study emphasizes integrating sustainability principles into human resource management (HRM) practices and aligning HR strategy with sustainable development objectives.

Furthermore, the study provides details regarding strategies and programs to improve sustainability in HRM. The study's distinctiveness lay in its focus on the Ministry of Culture, thereby augmenting the existing body of research on sustainability in HRM. The objective is to encourage the implementation of similar strategies in other companies by educating decision-makers, HR professionals, and organizational executives about the benefits of sustainability initiatives.

1 Introduction

This study investigates integrating sustainability principles into human resource management (HRM) procedures, focusing specifically on the Ministry of Culture in Qatar. Sustainable HRM is a transformative change that combines ethical behavior, employee well-being, and environmental responsibility. Implementing sustainable workforce practices, enhancing employee well-being, engagement, and innovation, and cultivating a culture of ongoing improvement and creativity significantly contribute to long-term organizational success. The study employs a mixed-methods approach, incorporating both quantitative and qualitative research techniques, to analyze the sustainability aspects of HRM within the Ministry.

The study provides a comprehensive insight into the Ministry's outlook on sustainable human resource management, uncovering diverse perspectives among employees and a shared vision of sustainable human

¹ Khaloud Al-Sulaiti, E-mail address: khaloudalsulaiti@gmail.com

resource management as a strategy that harmonizes organizational objectives with environmentally conscious practices. The implications of the results underscore the importance of continuously integrating sustainability into HR procedures and the Ministry's role in promoting sustainability.

The study offers valuable recommendations to enhance the Ministry of Culture's Sustainable HRM procedures and advance Qatar's overarching cultural and social development objectives. Some suggestions include implementing training programs, fostering leadership support, promoting professional development, and establishing key performance indicators for Sustainable HRM. It is crucial to adapt and continuously develop future sustainability objectives within HRM to navigate the ever-changing landscape of sustainability and human resource management.

2 Literature Review

2.1. *Sustainable HRM:*

Sustainable Human Resources Management (Sustainable HRM) is the deliberate incorporation of environmentally and socially responsible practices into human resources functions. The objective is to align HRM strategies with sustainability objectives (Kramar, 2014). This strategy promotes moral behavior, the welfare of employees, and the responsible management of the environment, guaranteeing the organization's long-term success. HRM is an intermediary between the organization's objectives and employees' welfare, advocating for ethical business methods and fostering a sustainable culture. Additionally, it improves employee engagement and well-being by recruiting individuals who possess sustainability values, supporting a healthy balance between work and personal life, and providing wellness programs. Innovation and creativity form the fundamental basis of sustainable Human Resource Management (HRM), propelling continuous growth and cultivating a culture of perpetual enhancement. Strategic HRM practices support sustainability objectives by providing employees with opportunities for personal and professional development, granting them independence in decision-making, and promoting a culture of entrepreneurial thinking within the organization to create innovative and sustainable solutions. The subsequent sections contain a comprehensive discussion and review of the topics above.

2.1.1. *Definition of Sustainable Human Resources Management (HRM):*

Sustainable Human Resources Management (Sustainable HRM) is the deliberate incorporation of environmentally and socially responsible practices into the functions and processes of human resources within organizations (Kramar, 2014). The process entails harmonizing human resource management strategies, policies, and practices with sustainability objectives to foster ethical behavior, improve employee welfare, mitigate adverse environmental effects, and contribute to sustained organizational prosperity. Sustainable HRM seeks to establish a culture of social and environmental accountability that actively involves employees, benefits the community, and positively impacts society, all while ensuring organizational competitiveness (Ehnert, 2009).

2.1.2. *Review of Sustainable Human Resources Management:*

Sustainable HRM is fundamental in contemporary organizational discussions, highlighting the interrelationships between corporate activities, society, and the environment. The strategic approach to human resource management encompasses sustainability, morality, and corporate social responsibility (Ehnert, 2011). By allocating resources to training and development initiatives aimed at enhancing comprehension of sustainability concerns and promoting conscientious conduct, the organization prioritizes the welfare and advancement of its workforce. This strategy benefits employees and enterprises by adapting to changing societal and environmental demands (Ehnert & Harry, 2012).

Sustainable HRM fosters innovation and creativity by cultivating a diverse and inclusive workforce that values and embraces individuals from diverse backgrounds. This approach additionally enhances a company's reputation as a socially responsible employer by attracting employees who hold similar values. Integrating sustainability into HRM procedures impacts recruitment, selection, and retention. This is because firms committed to sustainability are more likely to attract applicants who share their values and long-term goals (Ehnert et al., 2014).

To achieve sustainable HRM, it is necessary to address challenges such as resistance to change, limited comprehension, and the need for appropriate metrics to assess the effectiveness of sustainability efforts. Finding a harmonious equilibrium between immediate financial aspirations and long-term environmental objectives can pose a considerable challenge. Ultimately, Sustainable HRM underscores the incorporation of ethical, social, and ecological elements into HRM responsibilities, signifying a fundamental shift in human resources. By aligning HRM strategies with sustainability objectives, organizations can effectively contribute to the well-being of their

workforce, society, and the environment. This will ultimately result in their sustained economic success and the well-being of the wider society (Jabbour & Santos, 2008).

2.1.3. The Role of HRM in Promoting Sustainable Workforce Practices

HRM promotes sustainable workforce practices by aligning strategies, policies, and practices that foster sustainable behaviors, enhance employee well-being, and uphold ethical principles. The comprehensive plan benefits the organization and contributes to developing a more accountable and sustainable society (Ehnert, 2009).

The role of HRM is to establish a connection between the organization's goals and its employees' well-being, thereby highlighting a dedication to ethical and responsible business operations. Ehnert et al. (2014) suggest that organizations can incorporate sustainability goals, implement environmentally conscious recruitment and selection procedures, and align performance management with these goals.

Sustainable workforce practices can be achieved by implementing policies and programs that prioritize work-life balance, offer flexible work schedules, and promote wellness initiatives. These practices encompass employees' holistic well-being, addressing their physical and mental health. Human Resource Management (HRM) is crucial in designing training and development initiatives that enhance employees' understanding of sustainability matters and equip them to embrace sustainable practices (Renwick et al., 2013).

The organization's culture and activities encompass ethical considerations and Corporate Social Responsibility (CSR), promoting transparency, compliance with environmental regulations, and fulfilling social obligations. Performance evaluations align with sustainability objectives by utilizing performance management systems, which additionally recognize and incentivize employees who actively contribute towards achieving said objectives (Renwick et al., 2013).

Change management and adaptation are essential in organizational change processes to ensure that employees are adequately motivated, engaged, and ready to accept these changes, facilitating a smooth transition to sustainable practices (Ehnert et al, 2014).

Overall, HRM is essential for promoting sustainable workforce practices through fostering employee well-being, fostering a culture of sustainability, aligning HRM strategies with sustainability goals, and upholding ethical standards. This facilitates the cultivation of a workforce that possesses the capability to achieve long-term objectives and actively engage in the process of transforming both the organization and society.

2.1.4. The Role of Sustainable HRM in Enhancing Employee Engagement and Well-being

The objective of sustainable human resource management (HRM) is to incorporate sustainability principles into an organization's HR operations, with the aim of positively impacting the environment and society, as well as promoting employee well-being and engagement. The following elements are encompassed: recruitment and selection, training and development, work-life balance, wellness initiatives, employee feedback and communication, diversity and inclusion, performance management, rewards and recognition, employee feedback, and ethical leadership (Ren and Jackson, 2020).

To foster employees' engagement and a sense of purpose in their work, sustainable HRM commences by recruiting individuals who espouse these principles. Training programs enhance employees' competencies and engagement by providing education on sustainability matters and fostering eco-conscious initiatives. Work-life balance is an essential element of sustainable HRM, encompassing personal time off, remote work, and flexible work schedules, all of which reduce stress and enhance job satisfaction (Super, 2013).

The well-being of employees is impacted by health and wellness initiatives such as access to gym memberships, stress management classes, and counseling services. Given that a diverse and inclusive work environment fosters originality and inventiveness, diversity and inclusion are fundamental elements of sustainability. Performance evaluations align with the organization's principles when performance management incorporates performance assessments that consider factors such as an employee's dedication to sustainability objectives and ethical conduct (Ybema et al., 2020).

Open and honest communication is imperative for effective HRM as it encourages employees to provide suggestions, express concerns, and actively participate in decision-making. Elevating morale and job satisfaction can be achieved through engaging in sustainability initiatives such as waste reduction, energy conservation, and philanthropic support. Recognition and prizes enhance employee motivation toward sustainability goals by fostering a sense of achievement and establishing a connection between the job and the company's mission (Heijden and Bakker, 2011).

Ethical leadership is promoted at every level of the organization. Leaders who adhere to ethical principles and elevate sustainability are exemplary figures for their employees, fostering commitment and confidence. Ultimately, the incorporation of sustainable practices and values into organizational objectives leads to a substantial enhancement in employee engagement and well-being through sustainable HRM. Organizations can

cultivate a more sustainable and socially responsible atmosphere by prioritizing employee values and well-being (Ren and Jackson, 2020).

2.1.5. Innovation and Creativity in Sustainable HRM: Fostering a Culture of Continuous Improvement

To achieve sustainable human resource management (HRM), it is necessary to incorporate innovation and creativity, as they foster a culture of continuous growth and improvement. Piwowar-Sulej (2021) highlights that sustainable HRM is an innovative concept that tackles emerging concerns and seeks to confront the obstacles of modern society. Innovation and creativity are the fundamental components of sustainable HRM. They help organizations adjust to the constantly evolving environment and devise novel strategies for sustainable development. Emerald Insight (2023) offers a framework for understanding the role of green innovation in fostering a green culture that encourages environmental performance. The study suggests that green human resource management (GHRM) strategies can foster a more innovative and creative environment while enhancing environmental performance.

In addition, Ren (2023) consolidates various conceptualizations and theoretical perspectives on sustainable HRM, incorporating frames of reference derived from strategic HRM. The study emphasizes that aligning HRM procedures with an organization's sustainability goals can foster innovation and creativity through strategic HRM practices. Elias (2021) proposes an updated process model to demonstrate the impact of sustainable HR practices on employee outcomes. The report highlights that sustainable HR practices can foster innovation and creativity by providing workers with opportunities for growth, learning, autonomy, and decision-making. In their study, Ren and Jackson (2020) examined the impact of HRM institutional entrepreneurship on promoting sustainable business organizations. The study demonstrates that institutional entrepreneurship in HRM can stimulate employee innovation and creativity, encouraging novel ideas and solutions for long-term and sustainable development.

Creativity and innovation are essential to sustainable HRM as they foster a culture of continuous advancement. Sustainable HRM practices can foster innovation and creativity by giving employees opportunities for growth, learning, autonomy, and decision-making. Institutional entrepreneurship in HRM can promote innovation and creativity by cultivating an environment that encourages fresh ideas and sustainable development.

3 Methodology

3.1. Research Design

The present study utilizes a mixed-methods approach to achieve a thorough and rigorous investigation by carefully integrating qualitative and quantitative research techniques. Because a mixed-methods design combines the precision and statistical rigor of quantitative analysis with the depth and richness of qualitative insights, it facilitates a more comprehensive understanding of the research problem.

The research design's qualitative element entails thoroughly investigating and interpreting underlying themes, patterns, and contextual subtleties. The qualitative approach makes a nuanced understanding of the participants' subjective experiences, viewpoints, and motivations possible.

Simultaneously, the quantitative aspect utilizes statistical techniques to examine numerical data methodically. This aspect of the research design makes it easier to spot trends, patterns, and connections across a broader population, which helps to provide a more objective and general understanding of the phenomenon being studied.

Combining qualitative and quantitative data improves the findings' robustness and offers a more thorough and nuanced understanding of the research question. This research endeavor aims to significantly contribute to the current body of knowledge by strategically combining these diverse methodologies and providing a multifaceted and evidence-based exploration of the subject matter.

3.2. Data Collection Methods

3.2.1. Document Analysis

The Ministry of Culture in Qatar was consulted to obtain pertinent documents, which included human resources policies, reports, and initiatives about sustainability. These documents were analyzed to determine the sustainability concepts and practices that are currently in place within HRM.

3.2.2. Questionnaire

A standardized questionnaire was developed to enable the collection of quantitative data. The questionnaire was distributed to twenty-five employees at various levels within the Qatari Ministry of Culture.

Concerns were also raised regarding the opportunities for professional development, maintaining a healthy work-life balance, perspectives on environmentally responsible HRM practices, and diversity.

3.2.3. Interviews

The human resources manager, the human resources deputy, and the head of the training department are three key members of the management staff who were contacted for semi-structured interviews. To learn their thoughts on sustainability in human resource management, they were questioned in an open-ended manner. Interviews were conducted with participants from various departments and levels of the organizational hierarchy to obtain a comprehensive overview.

3.3. Sampling

The sample size for the questionnaire is comprised of twenty-five employees from the HR department. This could make it possible to collect and analyze data while allowing for an accurate representation of the Human Resources department. It was determined that a sample size of fifty percent of the total human resources staff is appropriate.

Because of the in-depth nature of the interviews, the sample size was significantly reduced. Five interviews were conducted, and the participants included senior authorities, stakeholders, human resource managers, and employees with varying service levels and lengths of time.

3.4. Data Analysis

3.4.1. Quantitative Data Analysis

Because she utilized descriptive statistics to present the findings, the researcher used the statistical tool known as SPSS to analyze the responses for the survey (Pallant, 2016). Additionally, inferential statistics (such as regression analysis) were utilized to investigate the correlations between the variables associated with HRM and organizational sustainability.

3.4.2. Qualitative Data Analysis

The interview data was coded and transcribed through thematic analysis (Braun and Clarke, 2006). Regarding sustainable strategies in human resource management, it was discovered that there were recurring themes and patterns. NVivo was utilized to conduct qualitative data analysis.

3.4.3. Integration of Findings

The findings from both quantitative and qualitative assessments were combined to provide an in-depth understanding of the extent to which ideas related to sustainability were implemented in human resource management at the Ministry of Culture.

3.4.4. Ethical Considerations

By the recommendations of Booth et al. (2008), the researcher made ethical concerns the top priority throughout the process to pay attention to the participants' rights, protect their privacy, and ensure their well-being. To ensure the safety of the data, we obtained informed consent, maintained confidentiality, and implemented physical security measures in addition to password protection and encryption. It was sought that by avoiding intrusive questioning and allowing participants to withdraw from the study without facing any consequences; it was possible to prevent any negative impacts on the participants. Both potential conflicts of interest and funding sources were disclosed to the public throughout the research process, which was carried out openly and honestly. An ethics review board approved the research strategy, and ethical standards were adhered to about the storage and disposal of the data. Following the conclusion of the research project, participants were provided with a debriefing and cultural factors were considered throughout the research development process.

3.4.5. Validity and Reliability

During the course of the research, both quantitative and qualitative aspects were incorporated, in addition to the piloting of a questionnaire to evaluate its test-retest reliability, face validity, and content validity. The questionnaire was verified by conducting a literature review and conversing with subject-matter experts. By the

recommendations made by Booth et al. (2008), qualitative data analysis used triangulation, inter-coder reliability, and standardized methods to achieve accurate data collection. Training on data collection was provided to lessen the influence of interviewer bias and guarantee that all participants and sources were collected in the same manner. The purpose of the study was to provide a comprehensive understanding of the concept of sustainability in human resource management at the Ministry of Culture.

4 Results

4.1. Quantitative Results

4.1.1. Statistics:

Up to twenty-five employees working in the Ministry of Culture participated in a survey forwarded to them. Ten statements must be answered based on the Likert scale (strongly disagree, disagree, neutral, agree, and strongly agree). The results were as follows:

Table 1. Quantitative Results

Statement	Agree Strongly	Agree	Natural	Disagree	Disagree Strongly	Standard deviation
1. The Ministry of Culture's HRM practices incorporate sustainability concepts.	0	6	3	2	1	2.30
2. Sustainability initiatives positively impact employee well-being within the Ministry of Culture.	1	6	1	4	0	2.51
3. The Ministry of Culture promotes work-life balance effectively.	1	3	3	4	1	1.34
4. Diversity and inclusion are actively promoted within the Ministry of Culture's HRM practices.	0	6	3	3	0	2.51
5. Professional development opportunities for employees are readily available.	1	5	1	4	1	1.95
6. The Ministry of Culture demonstrates open governance and accountability in its HRM procedures.	0	5	1	4	2	2.07
7. Sustainability initiatives have a positive impact on overall organizational performance.	2	5	3	2	0	1.82
8. the Ministry of Culture should further integrate sustainability concepts into its HRM practices.	4	5	1	2	0	2.07
9. I believe that sustainability in HRM is essential for the Ministry of Culture's long-term success.	2	8	0	2	0	3.29
10. I am aware of specific sustainability initiatives or programs within the Ministry of Culture's HRM.	0	3	4	5	0	2.30

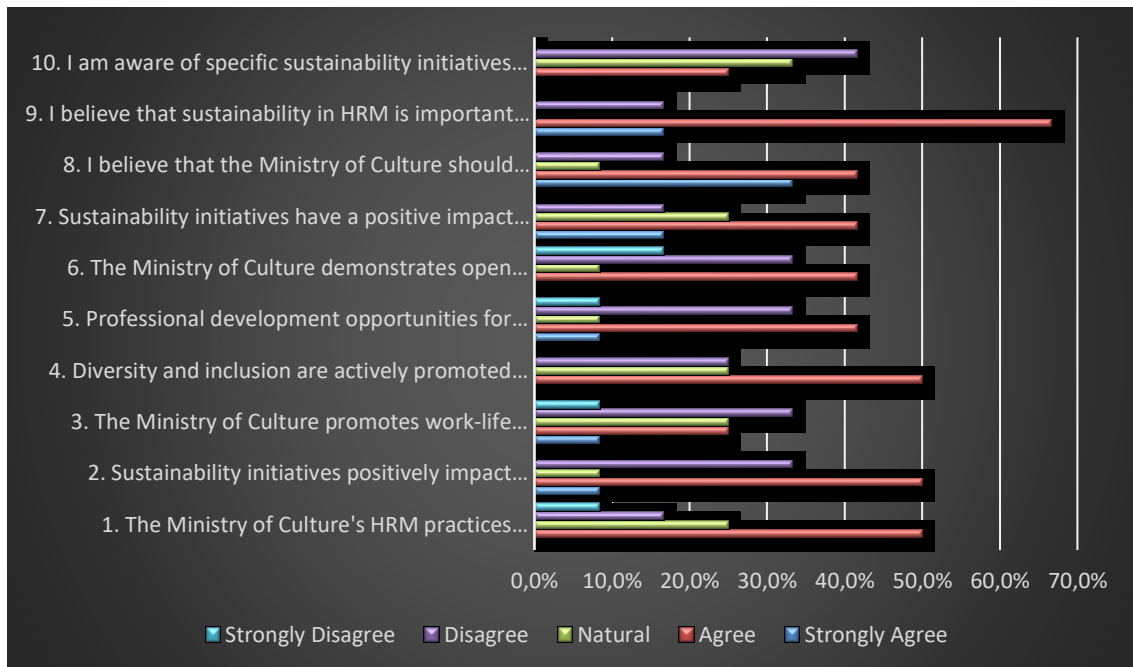


Figure 2 Quantitative Results

Regarding the initial assertion, various responses were collected, demonstrating noticeable differences in viewpoints. 50.0% of the respondents agreed, while 25.0% remained neutral. In contrast, 16.7% expressed dissenting opinions, while 8.3% strongly opposed the proposition. The majority of respondents lean towards agreement to some degree.

Statement two elicited a range of reactions, with a 50.0% agreement rate and a 33.3% disagreement rate. An impressive 8.3% showed a significant level of consensus. The responses to Statement 3 exhibited a clear division of opinions, with 25.0% agreeing, 33.3% expressing disagreement, and 25.0% taking a neutral position. Similar to Statement 1, Statement 4 received different levels of agreement, with 50.0% agreeing and 25.0% remaining neutral. Remarkably, none of the respondents expressed strong disagreement.

Statement five received varied responses, with 41.7% agreeing, 33.3% disagreeing, and a significant portion (8.3%) strongly affirming the assertion. In contrast, Statement 6 elicited a range of responses, with 41.7% agreement and 16.7% strong disagreement, suggesting a significant level of dissent. Regarding Statement 7, a considerable proportion (41.7%) agreed that sustainability initiatives are beneficial, while 16.7% disagreed.

Regarding Statement 8, 41.7% of respondents strongly agreed that sustainability concepts should be further integrated, while 41.7% agreed to some degree. Statement nine observed that a majority (66.7%) emphasized the importance of sustainability in Human Resource Management for achieving long-term success, while a dissenting view of 16.7% disagreed. In contrast, the last statement indicated that 41.7% of participants did not know about particular sustainability initiatives, 33.3% remained neutral, and 25.0% had some awareness.

To summarize, the statements above generated a range of opinions among the participants, which varied in agreement and disagreement. The provided percentages offer a numerical representation of these perspectives, revealing different degrees of agreement among the diverse statements.

4.1.2. Standard Deviations:

A comprehensive analysis of the standard deviation metric reveals that statements 2, 4, 8, and 9 exhibit comparatively elevated standard deviations. This observation denotes a noteworthy divergence in opinions among respondents, signifying a substantial dispersion of viewpoints. Conversely, statements 3, 5, 6, and 7 manifest moderate standard deviations, indicating a discernible but not extensive range of opinions as observed in the high standard deviation statements. Statements 1 and 10 similarly display average variability, albeit with a lesser degree of dispersion than statements 2, 4, 8, and 9.

4.1.3. Correlations:

The most noticeable correlations were traced in statements 1 and 7:

Statement 1: The Ministry of Culture's HRM practices incorporate sustainability concepts.

Statement 7: Sustainability initiatives positively impact employee well-being within the Ministry of Culture.

I calculated the Pearson correlation coefficient (r) in the provided data to explore the relationship between the two noticeable variables above. The estimated Pearson correlation coefficient (r) between these two variables is approximately 0.081. This value suggests a very weak positive correlation between incorporating sustainability concepts in HRM practices and the positive impact of sustainability initiatives on employee wellbeing within the Ministry of Culture. In other words, there is a very subtle tendency for respondents who agree that sustainability concepts are incorporated into HRM practices to agree that sustainability initiatives benefit employee wellbeing, but the correlation could be stronger. It is important to note that the correlation coefficient of 0.081 indicates that these two variables do not have a strong linear relationship in the given dataset. Other factors not considered in this analysis may influence respondents' opinions on these statements.

4.2. *Qualitative Results:*

Semi-structured interviews were conducted with the HR manager, HR deputy, and the head of the training department at the Ministry of Culture in Qatar. This report provides a thematic qualitative analysis of interviews conducted with key personnel at the Ministry of Culture, Qatar, including the HR manager, HR deputy, and training department head. The study investigates their viewpoints on Sustainable Human Resource Management (Sustainable HRM) and its significance within the organization.

Methodology: Key HR professionals were interviewed using semi-structured interviews. The responses were transcribed and analyzed utilizing NVivo software. The process of thematic coding was used to discern and categorize recurring themes within the interview data.

Findings:

Theme 1: Role in HRM and Sustainability

HR Manager: The HR manager articulates their role as overseeing HR operations, specifically focusing on ensuring alignment with sustainability goals.

HR Deputy: The HR deputy highlights their involvement in strategic HR planning, emphasizing sustainability considerations.

Head of Training Department: The head of the training department asserts its responsibility for designing and implementing training and development programs that actively contribute to sustainable HRM practices.

Theme 2: Definition of Sustainable HRM

HR Manager: From the HR manager's perspective, Sustainable HRM entails the seamless integration of eco-friendly practices into HR processes, with a primary objective of ensuring the enduring well-being of employees.

HR Deputy: The HR deputy defines Sustainable HRM as the ongoing effort to maintain a skilled and diverse workforce while minimizing the environmental footprint associated with HR operations.

Head of Training Department: The head of the training department perceives Sustainable HRM as the harmonious combination of talent development initiatives with a commitment to social and environmental responsibility.

Discussion: The study's findings underscore a consensus among HR professionals at the Ministry of Culture on the conceptualization of Sustainable HRM. Their shared perspective emphasizes aligning HR practices with sustainability objectives and cultivating a workplace culture prioritizing employee well-being, diversity, and environmental responsibility.

Implications: The HR department emerges as a critical catalyst for the effective implementation of Sustainable HRM practices. A comprehensive understanding of Sustainable HRM aligns seamlessly with the organization's overarching mission and goals. The pivotal role of training and development programs in advancing sustainability within the organization is acknowledged.

Conclusion: This thematic qualitative analysis illuminates the perspectives of HR professionals within the Ministry of Culture, Qatar, about Sustainable HRM. Their insights underscore the imperative of infusing sustainability principles into HR practices, aligning them cohesively with the organizational mission.

Recommendations: The development of targeted training and awareness programs is recommended to further enhance understanding and adoption of Sustainable HRM. A continuous collaborative effort among HR professionals is crucial for ensuring the effective implementation of sustainable initiatives. Regular assessments and evaluations should be systematically conducted to monitor Sustainable HRM practices' tangible impact on employee well-being and environmental sustainability.

5 Conclusions and Recommendations

5.1. Conclusions

The literature review on sustainable human resources management (Sustainable HRM) highlights the strategic significance of sustainable HRM in aligning organizational objectives with sustainability goals. Sustainable HRM fosters ethical conduct, employee well-being, and ecological responsibility, all of which contribute to the enduring prosperity of the organization. Advancing sustainable workforce practices, enhancing employee well-being and engagement, and fostering a culture of continuous innovation and creativity are crucial. Incorporating sustainability into HRM procedures represents a transformative shift that yields advantages for businesses, employees, and society while laying the groundwork for a more conscientious and sustainable future.

The methodology employed in this study utilized a mixed-approaches strategy that integrated both quantitative and qualitative research methods. The Ministry of Culture in Qatar used document analysis, a standardized questionnaire, and semi-structured interviews to collect data to comprehensively examine sustainability in HRM. Careful consideration was given to selecting appropriate sample sizes and data analysis methods to provide a comprehensive understanding of the subject matter. Ethics were prioritized During the research process, and steps were taken to ensure data collection and analysis accuracy and consistency. The comprehensive analysis provided in this study is based on rigorous methodology.

The study's findings offer a comprehensive overview of the viewpoints and concepts regarding Sustainable Human Resource Management (Sustainable HRM) held by Qatar's Ministry of Culture. The quantitative study revealed diverse perspectives within the workforce, ranging in levels of consensus, regarding assertions about sustainability concepts and procedures within HRM. The qualitative interviews with key HR professionals unveiled a prevalent notion of sustainable HRM as a strategic framework that integrates eco-friendly practices, fosters employee well-being, and aligns with the organization's objectives.

These findings emphasize the importance of ongoing efforts to integrate sustainability into HR processes and the role of HR in supporting the Ministry of Culture's sustainability promotion endeavors. To monitor the impact of Sustainable HRM practices on employee well-being and environmental sustainability, it is advisable to conduct regular assessments, maintain ongoing collaboration among HR professionals, and implement training and awareness programs.

Overall, this study provides valuable information that can assist the Ministry of Culture enhance its Sustainable HRM practices and advance its broader goals for Qatar's cultural and social development.

5.2. Recommendations

By implementing training programs, encouraging collaborative teamwork and communication, and incorporating sustainability goals into its HRM plans, the Ministry of Culture in Qatar should improve its Sustainable Human Resource Management (Sustainable HRM) protocols. This is a recommendation that should be taken into consideration. These recommendations highlight the necessity of conducting ongoing evaluations to determine the impact these strategies have on the well-being of employees, the workforce's diversity, and the organization's effectiveness in terms of environmental sustainability. It is essential to advocate for leadership support to cultivate ethical behavior and sustainability throughout the organization. Additionally, the implementation of HR policies and programs and the provision of opportunities for professional development are essential components to enhance employee engagement and overall well-being.

Establishing key performance indicators (KPIs) for sustainable human resource management and the provision of consistent reports on the performance of these KPIs are essential components of an effective implementation methodology. During the execution of these practices, it is of the utmost importance to pay attention to cultural factors and to maintain ethical standards.

With an eye toward the future, it is of the utmost importance to establish future sustainability goals for human resource management, emphasizing continuous development and adaptability to new challenges. If these recommendations are implemented, the Ministry of Culture may be able to contribute significantly to Qatar's more significant cultural and social development goals. At the same time, adhering to these strategies will enable the Ministry to function effectively and continue to be relevant in the ever-changing fields of human resource management and sustainability.

References

- Booth, W. C., Colomb, G. G., & Williams, J. M. (2008). *The craft of research* (3rd ed.). Chicago: University of Chicago Press.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Ehnert, I. (2009). Sustainable human resource management: A conceptual and exploratory analysis from a paradox perspective. *Journal of World Business*, 44(1), 105-114.
- Ehnert, I. (2011). Sustainability and human resource management. *The Future of Employment Relations*, 215-37.

- Ehnert, I., & Harry, W. (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. *Management Revue* 1 (23) 221–38.
- Ehnert, I., Harry, W., & Zink, K. J. (2014). Sustainability and HRM. In I. Ehnert, W. Harry, & K. Zink (Eds.), *Sustainability and Human Resource Management* (pp. 3–32). Springer.
- Elias, A., Sanders, K. & Hu, J. (2021). The Impact of Sustainable Human Resource Management Practices on Employee Outcomes: The Mediating Role of Employee Engagement. *Sustainability. HR Process Lens* 15(13), 10124. <https://doi.org/10.3390/su151310124>
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *International Journal of Human Resource Management*, 19, 2133–2154.
- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089.
- Pallant, J. (2016). *SPSS Survival Manual*. New York: McGraw-Hill House.
- Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics*, 121(3), 451-466.
- Piwowar-Sulej, K. (2021). *Core functions of Sustainable Human Resource Management*. A hybrid literature review with the use of H-Classics methodology. Retrieved August 19, 2023, from <https://onlinelibrary.wiley.com/doi/epdf/10.1002/sd.2166>
- Ren, S. (2023). *Advancing the sustainability agenda through strategic human resource management: Insights and suggestions for future research*. New Jersey: Wiley Online Library.
- Ren, S., & Jackson, S. E. (2020). HRM institutional entrepreneurship for sustainable business organizations. *Human Resource Management Review* 2 (12)76-82
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Super, B. (2013). *Sustainable talent management. HRM 532 Sustainable Talent Management Paper*. London: Course Hero.
- Ybema, J. F., van Vuuren, T., & van Dam, K. (2020). *HR practices for enhancing sustainable employability: Implementation, use, and outcomes*. London: SAGE Publications
- Van der Heijden, B. I., & Bakker, A. B. (2011). Towards a mediation model of employability enhancement: A study of employee-supervisor pairs in the building sector. *Career Development International* 2 (8) 42-49