

Exploring Factors Shaping Sustainable Human Resource Practices in Different Generation of Employees Performance: A Systematic Literature Review

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Abstract

This study aims to explore the factors affecting sustainable human resource practices from various generations of employees. The used analytical technique is systematic literature review and PRISMA method. For articles to be considered for publication, they are 50 selected articles which correspond to the conditions. The research used the information obtained from google scholar. It is found that the selected 50 articles are from different countries. Moreover, it is found that most of the selected articles were published in 2023. There are various factors that may impact sustainable human resource practices, which are Human Resource Management (HRM), Leadership, sustainable performance, age management, Employee Engagement, Organizational Culture, work attitude and Learning, employee development, health and safety, Motivation, paperless digital process and innovation, Digital Technology, Training, and Empowerment, employee expectation, work engagement, job satisfaction, employee retention, sustainable development goal, etc. This study contributes to existing literature, especially in the field of HR and organization, especially with regard to sustainable human resource practices among different generations of employees. It is found that the variables of the study results may be applied to improve sustainable human resource management.

Keywords- Systematic Literature Review , PRISMA , Sustainable Human Resource Practices, Generations

1. INTRODUCTION

Sustainability is one of the most important priorities for many organizations across the country as it moves into a new era of climate threats, social changes and technologies. Sustainability is more than environment, it includes social equity, economic performance and ethical governance. While profit vs purpose will always be the challenge for businesses, HRM has now taken centre stage as the driver of organizational sustainability. Sustainable HRM

practices are the strategic efforts of organizations to manage their human capital in accordance to the principles of sustainable development in order to achieve long-term economic and social value for their employees, businesses, and the society at large through the implications of Environmental, Social and Governance (ESG) outputs (Schad et al., 2016). Such practices help in combating climate change, making effective use of limited resources, addressing social inequality but, it also does something which is even more important, it brings in a sense of responsibility, innovation and resilience culture in the workplace.

Sustainable HRM practices in turn become more relevant within growing multi-generational workforce. Sustainability is playing an increasingly important role in the workplace, but with four generations of employees — Baby Boomers, Generation X, Millennial's, and Generation Z — now working side by side, organizations have to deal with a wide range of expectations and values around sustainability. The influence of younger generations could be one major factor, which is highly evident with their increased awareness of environmental and social issues, resulting in them advocating for sustainable practices with much vigor, such as both Millennial's and Generation Z. But, the older groups should be more likely to be oriented towards stability and the old ways and therefore they would need a more personalised communication plan that would give them the feeling of being included. This variety underscores the role of HR leaders to show initiative in developing policy that would be attractive to all employees, irrespective of their sustainability likes and dislikes, or age. Sustainable HR practices are determined by a variety of factors such as internal motivational aspects and external ones such as work environment and policies of the company. The companies should place on the agenda performance improvement strategies so as to attain the goals of the organization and to be sustainable. These influencing factors require a comprehensive insight in order to create effective strategies of sustaining and enhancing employee performance in the long run. Sustainable HR practices has become a very important idea in today's modern and global workplace where flexibility and sustainable are paramount. However, most such studies are confined to a few companies, countries and, importantly, industries, such as technology and healthcare, where there is a lack of understanding related to how such sustainable HR practices are manifest in the world and across the diverse world of industries. In that regard, the research is conducted by using Systematic Literature Review (SLR) with PRISMA methodology which is a complex and transparent methodology in examining the factors of sustainable employee performance and its impacts. Based on a literature review of scientific articles from the Works of Google Scholar database published within the last years, this Research gives a complete, up-to-date overview of determinants of a sustainable Human Resource practice and their correlation with the generation of employee performance to enrich individual and organizational sustainability.

This study has been conducted using the method of systematic literature review as a reference in the previous studies that are related to sustainable HR Practice. At the most basic level, for instance, Atatsi et al. (2019) aimed to integrate an assortment of studies that have explored organizational citizenship behavior (OCB), leader-member exchange (LMX), learning, innovative work behavior (IWB), and employee performance across different disciplines,

countries and organizations. In the meantime, Tamimi and Sopiah (2022) attempted to make a compilation of several studies on how leadership style impacts the generation of employee performance. Meritocratic promotion, on the other hand, was discussed regarding the mediators and moderators in the relationship between employee performance and leader performance by Schleu and Hüffmeier (2021) to enhance future studies of meritocratic promotion. Medina et al. (2023) also carried out a similar research, but with a greater emphasis on the link between variables relating to job insecurity and employee performance. Moreover, Anakpo et al., (2023) carried out a study aimed at providing a systematic review of the impact of working from home (WFH) on employee productivity and performance. Thus, it can be emphasized that this study continues the research conducted on different generations which affect the employee performance. The research concentrates more on different factors that impact sustainable employee's performance. The research's objective is to discover the factors which effect sustainable employee performance. On the above discussion it can be observed that a research study is carried out with research title 'A PRISMA based SLR on Factors Shaping Sustainable HR practices in different generation of employees performance'.

1. 1. Problem Formulation

This study used the knowledge gained as a background to answer the following questions:

1. How is the distribution of countries in the selected articles on sustainable human resource practices to different generation of employees?
2. How has the publication tendency of research on sustainable human resource practices to different generation of employee developed all over the years?
3. Based on the selected articles, what determining factor to sustainable human resource practices to different generation of employee? What is their impact on it?

From the problem formulation stated above then the following objectives of the study are formulated:

To determine where the select articles on sustainable human resource practices are coming from around the world in terms of countries.

To study the trend of publication of investigation on sustainable human resource practices towards generation of employee over the years.

3. To identify the factors influencing sustainable HR practice to employee performance as mentioned in the selected articles and assess the impact of these factors on employee performance.

The objectives mentioned above are meant to be accomplished, together with the overall aim of the study, which is to develop a comprehensive insight into what sustainable human resource practices are and how the mentioned factors can influence the generation of employee performance. The geographic distribution of the countries can be analyzed to provide understanding of the global representation and a variety of views in the current research. Comparing the tendencies in publications with time shows the increase and development of the interest in the subject and presents the gaps and chances that can be utilized in the future. Lastly, the role of factors that determine sustainable human resource practices to generation of employee performance and their impacts will enable a comprehensive mapping of the key

determinants, which would not only benefit in advancing the theoretical but also has practical implications in the practice. Combined, these aims guarantee the comprehensive approach to the research issue.

1. Establishing eligibility criteria
2. Identifying information sources
3. Collecting data
4. Selecting data elements for analysis.

2. Method

2.1. Eligibility criteria

The initial step to undertake in a systematic literature review based on PRISMA approach is to set up eligibility criteria. Eligibility criteria of this study are the following:

2.2 Information resources

This study uses the articles found in the goggle scholar database as the data source, since this database is recognized due to its high selection standards and comprehensive inclusion of the academic field in a wide range of disciplines. The articles used in the study are full term articles, meaning that there is a solid basis of analysis. Incomplete articles will be filtered out to ensure that the analysis is done in a holistic manner to be able to fully examine the research themes and research methods.

2.3. Study selection

The selection of the study is done in three significant steps and they are as follows:

1. The goggle scholar search is conducted with specific keywords (sustainable human resource practices" or sustainable human resource management" or or sustainable development goal and generation of employee performance generation and generation diversity and age management generation x and generation y and generation z) based on the particular aim of the research to investigate the factors that affect sustainable human resource practices to generation of employee performance. The goggle scholar search has the combination below:

- TITLE-ABS-KEY(sustainable human resource practices' or sustainable human resource management or or sustainable development goal and comparison of generation of employee and different generation and generation diversity and age management and x generation and y generation and z generation)

2. Articles will be chosen on the basis of having reviewed their title, abstracts, and keywords to make sure that the articles meet the eligibility criteria.

This entails the evaluation of the suitability of the article in terms of originality, date of publication and suitability of the topic of the article to sustainable HR Practices to various generation of performance of employees. The methodology applied to the approaches is also a consideration to the selection, whether it is a quantitative or a qualitative or mixed method. Using these criteria, it is possible to include only high quality and relevant articles in the analysis.

3. Articles that successfully pass stage 2 are then undergone an elaborate manual review process in order to determine their relevance in terms of the factors determining sustainable human resource practices to generation of employee performance which corresponds to the objectives

of the research. In this review, a number of reviewers will be involved in the evaluation of the individual articles to provide a comprehensive and objective evaluation of the articles. The selection of articles is determined by their interest on sustainable human resource practices to generation of employee performance where the variables affecting performance are clear and the objects of study used are not the same as those used in other studies selected. Debates among the reviewers are settled in a form of discussion and consensus-building, by applying a predetermined set of criteria, including, but not limited to, clarity of purpose, specificity of the variables, and rigor of the methods used in the studies. Such an interdisciplinary and organized method allows including only the most pertinent and quality articles in the analysis.

2.4. Data collection Process

The data were obtained by careful reading of the abstract, goals, variables and the dimensions 'indicators' of the selected articles. Targeted key words were used for data collection and articles were retrieved and studied intentionally to yield data. Data were collected through targeted key words where articles were collected in a strategic way and examined in order to extract information.

conform to the objectives of the research. Information was grouped under thematic areas during the data extraction process that included the factors that affect sustainable human resource practices to generation of employee performance, specific variables, and dimensions of performance indicators. Some of the key variables that were recorded were employee motivation, organizational culture, a style of leadership among others. Based on the need to manage these data effectively, Excel tools were used to arrange and systematically capture the data so that it would have a complete and well-structured data set to be analyzed. In order to make the study more transparent and repeatable, the original data sources of each analyzed article (DOI and other publication metadata) are also recorded in this study. The reviews were done by two independent reviewers. data extraction procedure in order to reduce bias and results were triangulated by the principle researcher and included in the ultimate datasets. Also, all the reviewed articles were examined through a standardized data extraction template to reduce the lack of uniformity in data collection, which simplifies the comparison of data in the review and enables a thorough analysis of the data.

2.5. Data Items

The data elements extracted are categorized based on the year of publication, authors, title, country, and sample, the purpose of the article, variables, and determining factors of the sustainable employee performance variable. Visualization of the systematic literature review process using the PRISMA approach applied in this study is illustrated in Fig. 1 below.

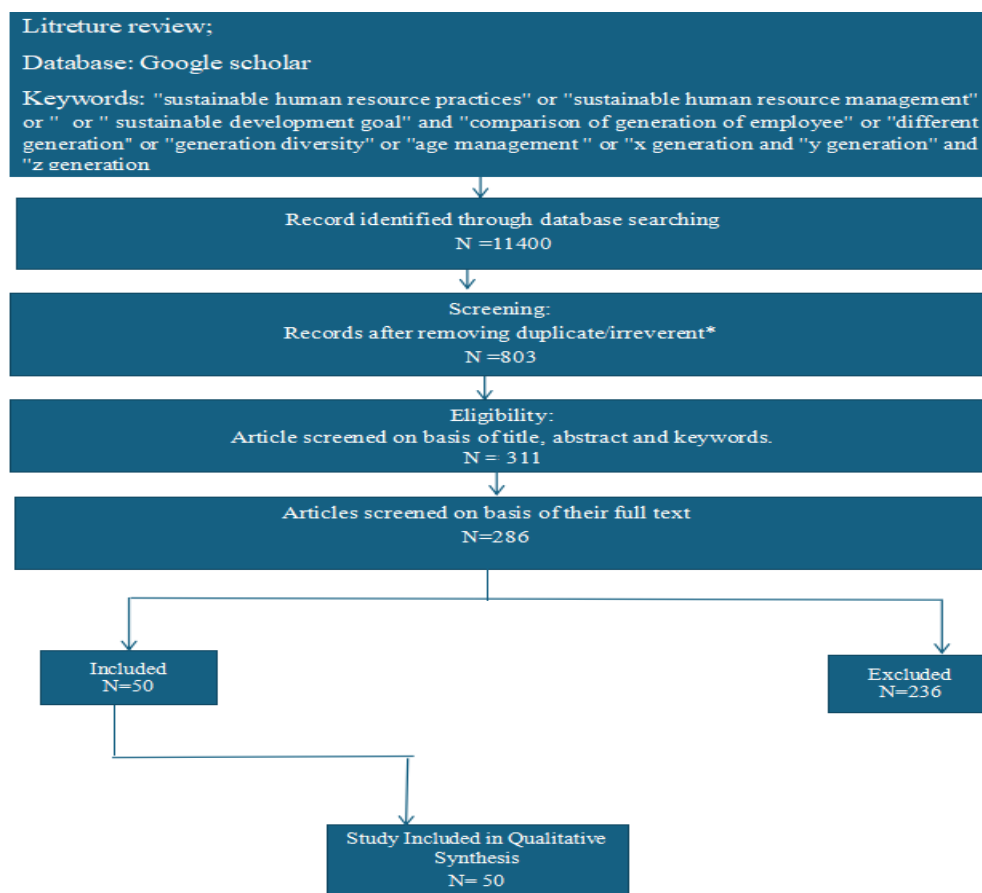


Fig. 1. flow chart prisma.

3. Solution

The research design to be adopted in the study is Keyword-searching technique which is used in the search for the literature of the research topic, 'Sustainable Human Resource Practices and its Relationship with Employee performance across generations'. A total of 11,400 articles were found with the following search criteria: TITLE-ABS-KEY ("sustainable human resource practices" OR 'sustainable human resource management' OR 'sustainable development goal' AND 'comparison of generation of employee' OR 'different generation' OR 'generation diversity' OR 'age management' OR 'x generation' OR 'y generation' OR 'z generation') AND the article must be an original and final peer-reviewed article published in English. After removing the duplicates and irrelevant articles, the number of search results (8,037 articles) was further reduced to 803 articles by screening them according to the title, abstract and keywords to yield 286 articles. Based on the articles read, the results were further narrowed down to 50 articles that are adequate regarding the depth and breadth of results obtained, incorporating multiple methods and contexts and high quality, and relevance to the research topic for ensuring the results are robust in determining factors that influences sustainable employee performance. The following is the summary of the 50 articles used in the study.

This study aims to broadly look into the determinants that affect sustainable HR policies and their contribution to the performance of the different generations of workers. A systematic literature review is conducted by applying the PRISMA protocol. Unlike other preceding literature that examined only a few factors of sustainable HR practices and generation-specific employee performance, the study attempts to bring all the factors influencing sustainable employee performance under a single umbrella.

Using the PRISMA protocol, the study examines the selected literature with meticulous attention, which enables the visualization of the distribution of research contributions by country and year, thereby presenting an overview of the global scenario of literature on sustainable HR practices and generation-specific employee performance.

3.1 Distribution of Articles by Country and Year

The following literature was chosen to be studies: from Indonesia, India and China, Slovakia, Jordan, Lithuania, Turkey, Saudi Arabia, European republics, Poland, Kenya, Australia, the Netherlands, Romania and from global and international publications. The literature review was carried out in Australia (7 articles), India (6 articles), China (5 articles) and global/international (5 articles) with most of the literature focusing on sustainable HR practices and generation specific employee performance in relation to employee performance. There were 4 articles in Indonesia, Slovakia, Turkey and Saudi Arabia. Also, literature on distribution by year analysed.

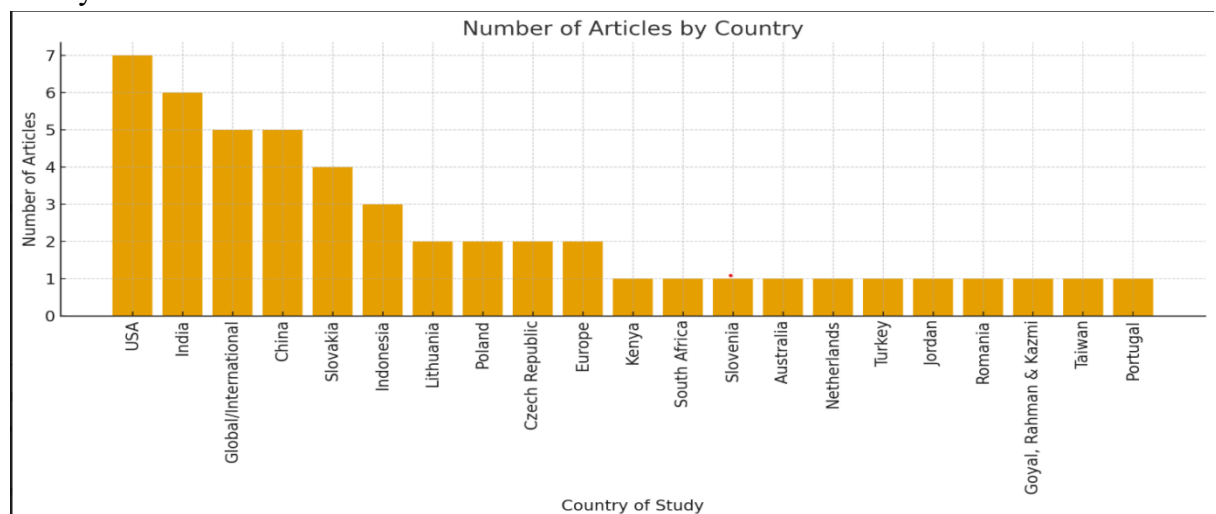


Fig.2. Distribution of articles by country

The distribution by year is as follows.

Based on the information, the articles selected for this study are majority from 2024, total 10 articles were selected for the study. There were 8 articles selected for 2020, 7 articles for 2019 and 2022. There were only 2 articles chosen from 1988 to 2017. Next, some factors that may affect employee's sustainable performance will be explored.

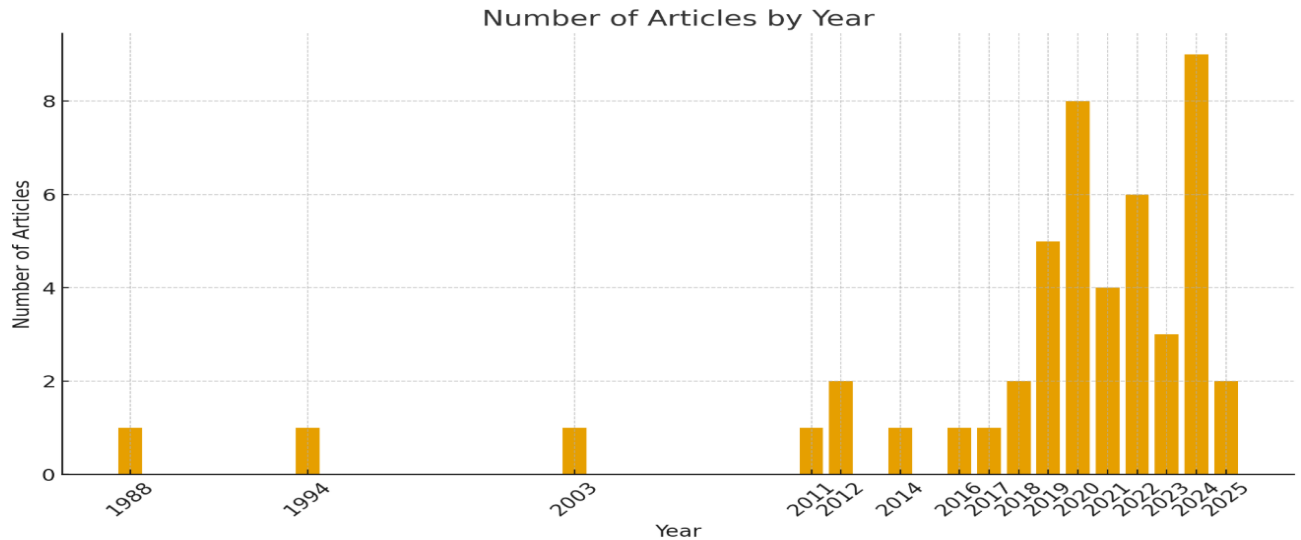


Fig. 3. Distribution of articles by year.

3.3. Word Cloud Of The Most Frequent In Keywords



Fig.4. Word cloud of the most frequent terms used in keywords

It also highlights terms such as 'human resource management' and 'human resource practices', as well as 'Sustainable development and Sustainable development Goals', which demonstrate the key role of HRM practices and investigations in sustainability and how sustainability and HRM are interconnected in different generations.

3.4. Determinant Factors of Sustainable Employee Performance

Details the determining factors that can influence sustainable HR practices to generation of employee performance based on 50 selected articles. Below is an explanation of these determining factors.



Fig. 5. Proposed conceptual framework.

Sustainable HRM practices

(Manzoor, Wei, Bányai, Nurunnabi & Abdul Subhan, 2019) introduced the concept to attract innovative organizations to use sustainability as a tool to develop optimization approaches. Sustainable HRM can be defined as an adjustment of HRM strategies and practices to achieve financial, social and ecological benefits within and beyond the organisation and with a long time horizon, while simultaneously considering unintended consequences/negative feedback in the process (Ehnert et al., 2016, p.90). The phrase ‘sustainable HRM practice’ establishes a two fold linkage between sustainability and HRM practices. In general, HRM practices act as a catalyst to achieve sustainable practices for attaining long-term organizational performances (Manzoor et al., 2019).

Sustainable employability

The SER (2009), van Dam et al. (2017) and van der Heijden et al. (2016) have defined employability as the ability and willingness of a worker to perform their work adequately in their current and future occupations (sustainable employability). Employability is defined as the ability of employees to effectively carry out their work in their current and future jobs

(Fugate, Kinicki, & Ashforth, 2004; Heijde & van der Heijden, 2006). Employability is the ability of the workers to perform in both current and future work positions (Berntson, Sverke, & Marklund, 2006; Forrier & Sels, 2003; McQuaid & Lindsay, 2005).

Age management

There are clear generational differences which do impact perceptions of sustainable HR practices, as revealed by several studies. The younger (age "oil of the young ones") Z generations and the Millennial's are more interested in sustainability as part of the organization's authenticity and performance than the older generations such as Baby Boomers and Generation X. The generational gap will impact the way that practices of managing sustainable organisations are perceived and used in various contexts. This study aims at exploring the perception and value of generations on sustainable HR practices. It seeks to reveal generation gaps in awareness, attitude and preference towards sustainability-influenced HR practice and offers hints on how to develop generational HR practice. But, in today's workplace, there is a greater generational diversity and it is crucial to understand the response and feelings of each generation towards sustainable HR practices. The present study has explored perception of Baby Boom Generation, Generation X, Millennial generation Y (Mills generation) and Generation Z (Generation Z) about sustainable HR practices. (Lyons, S. T., & Kuron, L. K. J. 2014, Twenge, J. M., et al. 2010)

Sustainable performance

Sustainable performance of a firm not only includes the achievement of economic growth, as well as the maintenance of the firm's reputation, but also includes the creation of value for all stakeholders while adhering to ethical and environmental norms. In recent times, sustainability concerns have been detected in the business discourse in various aspects of the businesses of these companies (Al-Ali et al., 2020). Another potential way for an organization to contribute to a sustainable society is the innovative development of a product or service that not only has economic benefits, but also positive environmental and societal impacts (Székely & Knirsch, 2005).

Sustainable Development goals

SDGs is to accommodate appropriate settings and generate specific conditions that enhance the development of sustained economic growth, efficient resource allocation, collective prosperity, and decent work environments. From the business perspective, the ultimate objective of the SDGs is to establish "sustainable, innovative, and people-oriented" economies that improve employment opportunities, in particular for the young generation (Nour Chams, Josep García-Blandón)

Employees expectations

studies focused on generational differences in the work values and workplace expectations between Baby Boomers, Generation X and Generation Y have indicated that generational differences actually exist (Lyons & Kuron, 2014; Lub et al., 2016; Šimsová & Reissová, 2016)

Leadership: Leadership, with the indicator of leadership style, is a factor that can influence sustainable employee performance. Previous studies show varied results. Research by Udin (2023), Afrin et al. (2023), Asad et al. (2021), Soenanto, Tairas, Hannase, and Sulaiman (2020),

Tripathi et al. (2019), Astuty and Udin (2020), Purnomo et al. (2020), Alshammari and Ali (2024), Tang et al. (2024), Medhn Desta and Mulie (2024), Abdelwahed et al. (2023), AL Rawas and Jantan (2023), Liu et al. (2023), Yücel (2021), Nasir et al. (2022) show significant and positive results. Meanwhile, research by Yousif and Loukil (2022) shows that leadership has a significant and negative impact on sustainable employee performance. In contrast, Mahfouz et al. (2022) reveal that leadership does not affect sustainable employee performance.

Employee Engagement: Research suggests that employee engagement acts as an employee performance sustainability determinant. Previous studies by Jia & Hou (2024), Lu et al. (2023), Abdullahi et al. (2023), Rumman et al. (2020), Medhn Desta & Mulie (2024), and Mohammad et al. (2022) suggest that employee engagement in the workplace is largely influenced by various factors, including intergenerational differences. Intergenerational differences are changes that organizations are bound to experience. Change is an omnipresent phenomenon in organizations. Among the changes that are often discussed by scholars is the inclusion of three generations in the workforce.

Organizational Culture: Based on the results of a systematic literature review, previous studies show consistent results, indicating that organizational culture has a significant and positive impact on sustainable employee performance (Alam & Kuppusamy, 2024; Purnomo et al., 2020; Shamsudin & Velmurugan, 2023; Udin, 2023).

Motivation: Based on the results of a Systematic Literature Review from studies by Afrin et al. (2023), Maria et al. (2022), Rumman et al. (2020), Alshammari and Asaari (2024), and Teoh et al. (2022), it is evident that motivation has a significant and positive impact on sustainable employee performance. This indicates that motivation is a factor that can sustainably employee performance.

Digital Technology: Based on the results of a systematic literature review, digital technology is an important factor that can influence sustainable employee performance. Research by Ahmed and Hamdan (2023), Alshammari and Asaari (2024), and Saleem et al. (2023) shows that digital technology has a significant and positive impact on employee performance.

Social responsibility

Social responsibility can create internal and external values for the institution. Social responsibility, climate organization, and how employees perceive the CSR (De Stefano, F.; Silvia Bagdadli, S.; Camuffo, A.) open doors to promote ways to plan a structure for involving the workforce in this context. (De Stefano et al.) referred to human resource contributions to CSR in their study and attributed a lack of clarity caused by the characteristics and different dimensions. The same authors included the concept of the corporate sustainability in addition to the CSR concept. Corporate sustainability is discussed by many researches (Martin, G.; Farndale, E.; Paauwe, J.; Stiles, P.G. Pellegrini, C.; Rizzi, F.; Frey, M.) and addresses points about the training, behavior and perception of employees (Zhang, L.; Guo, X.; Lei, Z.; Lim, M.K.)

job satisfaction

Job satisfaction is multifarious and is strongly associated with the management of enterprises. The research studies explored the relationship between job change, life satisfaction, and job satisfaction among older adults. Henrique explored the relationship between job durability and job satisfaction in artistic careers, as found by Choi, Oh, and Kim. Steele found that job satisfaction among employees was generally low in work environments where bullying occurred, as found by Henrique, Machado, and Antigo. In recent times, job satisfaction has been found to be the most important determinant of employee behaviors, as found by Steele, Fogarty, Rodgers, and Butterworth. Subsequent research has focused on the predictors and performance-related factors of job satisfaction, the best methods for measuring job satisfaction, and the development of theories for the formation of job satisfaction, among others. Vieira explored the relationship between job satisfaction and organizational commitment, as found by Vieira, Silva, Teixeira, Menezes, and de Azevedo.

Innovative work behaviour

innovative work behaviour can be characterised as a complex set of actions orientated to exploring, generating, promoting, and realising novel ideas in the workplace (Madrid, H.P.; Patterson, M.G.; Birdi, Janssen, ,Kheng, Y.K.; June, S.; Mahmood, R, Scott, S.G.; Bruce, R.A.) It refers to “everyday innovation”, intentional efforts of employees to provide beneficially novel outcomes at work (Bos-Nehles, A.; Renkema, MBinnewies, C.; Gromer, M.,Prieto, I.M.; Pérez-Santana,)

Discussion

This study result suggests that HRM (Human Resource Management) is one of the crucial factors that can impact towards sustainable HR practices towards employee performance. The results are in line with the previous studies of Jia and Hou (2024), Lu et al. (2023), Xiao et al. (2022), Itam and Swetha (2022), Sari et al. (2022), Gyurák Babel'ová, et al. (2020), Jeronimo ' et al. (2020), and Alkhalailah and Mjlae (2023) which all conclude that HRM has a positive and significant relationship with sustainable performance different generation of employee. This implies that any action taken to enhance the human resource management (HRM) process associated with employees will help to improve the sustainable employee performance. Hence, it is recommended that HRM can be enhanced to produce a sustainable employee performance. Another variable that can influence sustainable employee performance across the different generations is leadership, but different studies come to varying conclusions regarding this variable. The result shows that leadership has positive relationship with sustainable employee performance of different generations as found in the following study by Udin (2023), Afrin et al. (2023), Asad et al. (2021), Vraňáková et al. (2021), Soenanto et al. (2020), Tripathi et al. (2019), Astuty and Udin (2020), Purnomo et al. (2020), Abdelwahed et al. (2023), AL Rawas and Jantan (2023), Liu et al. (2023), Yücel (2021) and Nasir et al. (2022). While Yousif and Loukil (2022) found negative impact of leadership on sustainable employee performance of different generation. Mahfouz et al. (2022) found that there is no impact of leadership. Therefore, more research is recommended to be conducted in order to make these differences more apparent. Similarly, Aftab et al. (2024) found that positive leadership, gratitude and

friendships in the workplace might lead to the diminishment of negative feelings and facilitate positive behaviors for self-improvement and positive team performance, which could foster a work environment that is conducive to the generation of employee performance over time. It was also discovered that the traditional employee performance was sustainably related to psychology. The impact is huge and positive as suggested by the study conducted by either Tripathi et al. (2019) or BAS, and Sabri S Y IN 0 2 (2023); however, studies conducted by Asad et al. (2021) yield no impact for the psychological side. Further studies should be conducted in order to confirm theories of this relation. The relevance of nature of employee engagement to improvement in different generation of employee's performance whilst maintaining sustainable is established. Jia and Hou (2024), Lu et al. (2023), Abdullahi et al. (2023), Rumman et al. (2020), Medhn Desta and Mulie (2024), and Mohammad et al. (2022) reveal that there is a positive and significant relationship between employee engagement and sustainable employee performance. The authors found there was no significant influence in Alshammari and Asaari (2024), which may suggest that the organizational context may impact the results. The most recent empirical studies of this relationship may have useful results. The studies conducted by Udin (2023), Alam and Kuppusamy (2024), Purnomo et al. (2020) and Shamsudin and Velmurugan (2023) show that organizational culture has a significant and positive impact on sustainable performance of various generations of employees. This therefore makes it important to encourage a strong positive organization culture to ensure the different generation of workers are able to perform sustainably. It has also been observed that Organizational learning is one of the crucial factors which plays influence on sustainable performance of successive generation of employee. From Udin (2023), Maria et al. (2022), and Al-Husseini (2023) studies, it can be said that a higher number of organizational learning can lead to sustainable performance among the different generations of employees. Payments have been proven to influence sustainable workforce performance to a great extent. The positive correlation between increasing the compensation level and sustainable employee performance released by Afrin et al., (2023) and Alenezi (2024) indicates the relationship between higher compensation to sustainable employee performance through a competitive compensation related practice. The works of Alnehabi and Al-Mekhlafi (2023), Susilowati and Azis (2020, September), Astuty and Udin (2020), Purnomo et al. (2020) and Mahfouz et al. (2022) shows that devotion demonstrated through works has significant and positive influence on green employee performance. Greater commitment translates to greater sustainable performance; it means that organizations need to focus on creating commitment in order to increase the performance of employees. Alshammari and Asaari (2024), Teoh et al. (2022), Rumman et al. (2020), Maria et al. (2022) and Afrin et al. (2023) have found that motivation has a positive impact on employee performances, particularly on their sustainable performances. As for as organizations are concerned, motivation is still an unavoidable key factor to increase the sustainable performance of different generations of employees. Lu et al. (2023), BAS, and Sabri S, IR IN (2023), and Saleem et al. (2023) concluded that there is a positive and strong relationship between employee resilience and sustainable employee performance. Resilience helps staff to cope with stress and stay productive, which is essential to sustain the productivity

of all generations of employees, especially in difficult times. Another technological factor will be digital technology which will show the sustainable performance of the various generations of workers. Ahmed and Hamdan (2023), Alshammari and Asaari (2024) and Saleem et al. (2023) provides evidence that digital technology has a positive impact on employee performance. Secondly, investments in digital technology for sustainable performance of different generations of employee are also important. The findings of the studies carried out by Alam and Kuppusamy (2024), Bon et al. (2023) and Rumman et al. (2020) indicate that training has a positive effect on employees' sustainable performance, but in significant ways. Hence, training programs are important in the employee performance enhancement. Lastly, the positive and significant effect of empowerment on sustainable performance of different generations of employee is demonstrated. Saleh et al. (2022), Zioskowska, B. Sustainable employee performance is also enhanced by employee empowerment as mentioned by Asad et al. (2021), Rumman et al. (2020) and Tripathi et al. (2019). Companies must concentrate on empowerment of their workers in order to improve performance. The present study may be attributed to the Social Exchange Theory (SET) which has been focusing on the mutual relations between employees and organizations. The SET takes a positive approach to the assumption that support and tools and proper encouragement from the organisations leads to positive reaction from their workers in the form of commitment, satisfaction and Continuous performance improvement. As only the period between 1989 and 2025 are covered, this analysis may not have included all basic research that could have happened in the preceding years and hence may not be exhaustive. The articles in English also contribute to the linguistic bias as alternative language-based research is overlooked. Additionally, the results of the research might not be entirely generalization because of the differences in physeography, geographical, and industry.

The literature reviewed does not portray an organizational culture as organizations. Furthermore, other types of studies are more challenging to combine the findings. Finally, there is a possibility that not all data in the chosen studies will be complete, which can result in less in-depth and accurate conclusions. This research is conducted by using Systematic Literature Review (SLR) methodology which is used to identify the variables that influence sustainable hr practise towards different generation employee performance. This study is not in the nature of primary observation and data analysis, but is a literature review. The analysis was made valid by applying multiple validation steps such as the inclusion of eligibility criteria, using the goggle scholar database and double screening by reviewers to determine whether studies were relevant to the research.

Conclusions and recommendations

This study combines 50 recently published articles on sustainable HR practices in different generations of employees and identified 15 factors of influence such as sustainability related HR practices, leadership, employee involvement, organisational culture, digital technology employee expectation, age management and others. The results of some of the studies carried out are in favor of the positive and significant increase in sustainable HR practices in multiple studies, hence, the topic has become a focus of academic research to achieve sustainable

performance of different generations of workers. Though it is already known that leadership has a significant influence, it yields different outcomes, suggesting that contextual and approaches to leadership could have an effect on results. The same discrepancies can be noted in relation to research study on psychological determinants and employee engagement, indicating the need for more empirical research. All of those are always positive factors that contribute: the organizational culture, training, motivation, compensation, commitment, resilience, empowerment and use of the digital technology. These findings highlight the necessity of a longer-term strategic and comprehensive approach dealing with employee performance management. The view that this research has been based on is the Social Exchange Theory (SET) which emphasizes on the long term high performance that comes about when organizations and employees exchange support mutually. The organizations will be expected to work towards strengthening HR practices, good management and good climates for sustainable results. Organized solutions are needed for a complex combination of interdependent factors (elements) dependent on the organizational environment and culture that are necessary for sustainable employee performance. But it also has the drawback of a small database (google scholar) and not covering all sources of information (not English) and no empirical data collection. In the future it should be expanded and also have mixed methods to obtain more information. The sustainable performance of various generations of employee is also a serious issue to be discussed in terms of organizations, managers and HR policies. These influencing factors can be understood and applied based on the situation in the organization, resulting in enhanced performance in the long run. HRM that is good can be resulting to the success and competitiveness level of company in general. They could conduct more empirical studies on these interrelationships, so that the interrelationships between the two can be enhanced in theory and practice.

Appendix

Table.1.

Summarized information on articles

Year	Authors	Methodology	Objectives	Theory	Findings	Research Gap	Country of Study
2020	Ybema, van Vuuren, van Dam	Quantitative (questionnaire)	Identify extent and effectiveness of HR practices on employability, motivation, health	Employability/capability, health culture, participation	Range of HR practices implemented; more = greater effectiveness, higher satisfaction/productivity. Use/participation is critical.	Limited longitudinal/employee view Netherlands	Netherlands

2016	Martin, Ottemann	Systematic lit. review	Which reward practices retain employees across all generations?	Work values/prefs; expectancy & goal-setting theories	Generational values impact reward preferences and retention; some values are more similar than different	Empirical testing of proposed model lacking	USA
2021	Ziółkowska	Quantitative (SPSS stats), comparative survey	Contrast perspectives of pre-career youth, post-career seniors on age mgmt value	Intergenerational/diversity management	Both age groups value age management; young value flexibility, old value workplace relations; stereotypes persist	Limited evidence on org. performance from age mgmt, lacks cross-country	Poland
2021	Egerová, Komárková, Kutlák	Online panel survey, regression	To compare Gen Y, Z expectations on key aspects; test for actual generational differences	Cohort theory, psych. contract	Found similarities > differences on workplace prefs for Y,Z; policy/reward expectations highest	Future work: include Boomers/X, non-CZ/SK settings	Czech & Slovak Rep.
2020	Babel'ová et al.	Survey, statistical tests	Assess generational differences in performance/HR retention/recruitment	Generational theory	Significant generational diffs in views, especially relations/performance	More multi-country sectoral analyses needed	Slovakia
2019	Scavarda, Daú, Scavarda, Caiado	Systematic lit. review, framework	Propose model integrating youth into orgs via SHRM, CSR, Industry 4.0	Triple bottom line, youth labor markets	Outlines linkages; digital skills inclusion needed for youth	Empirical framework test, post-pandemic priorities	Global (focus: Brazil, youth)
2019	Chams, García	Systematic lit. review	Link HRM practices to organizational SDG outcomes	AMO theory, stakeholder/resource-based	SHRM is key for SDG success via skills, motivation, green HRM	Practical models for SHRM adaptation to	International

	Blandón					SDG contexts lacking	
2022	Vrabcová, Urbanová	Quantitative : survey + focus groups	Identify organizational approaches/effects of age mgmt, especially post-pandemic	Stakeholder theory, SHRM models	HRM/age mgmt limited for orgs during COVID; need for systematic SHRM	Pandemic effect on SHRM, global cross-checks needed	Czech Republic
2022	Lin, Wang	Fuzzy Delphi method, expert ranks	Identify/differentiate TR factors for generations, esp. in digital economy	Work 4.0, generational theory	Gen Y places higher value on autonomy, digital skills, flexibility; bureaucracy is disliked	Needs broader/younger gen., more empirical validation	Taiwan
2024	Hu Xiao, Wei Xie, Bo Liu	Quantitative survey; SEM and regression analysis	To study job satisfaction's effect on performance and the roles of commitment and self-efficacy	Herzberg's Two-Factor, Psychological Contract, Self-Efficacy, Social Cognitive Theories	Job satisfaction positively impacts contextual performance; mediation and moderations identified	Effect of psychological factors needs further study	China
2021	Zdenka Gyuráková, Babel'ová, Augustin Stareček	Quantitative survey; comparative analysis; descriptive statistics	To assess intergenerational perceptions of organizational and market performance	Generational theory; multi-dimensional performance concepts	Distinct perception differences among generations on quality, innovation, and market indicators	Limited generalizability; in-depth sectoral impacts	Slovakia
2020	Ina Aust et al.	Literature review, conceptual framework building	To propose classifications of sustainable HRM and introduce common good perspective	HRM theories, Sustainable business models, Social	Discussion of Sustainable HRM practice variations and ethical implications	Need empirical validation	Europe (Belgium, Austria)

				Exchange Theory			
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