A Systematic Review on The Relationship Between Organizational Sustainability, HR Analytics, And Organizational Culture

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Abstract

HR analytics is a novel approach that has attracted the attention of researchers and practitioners in the recent time and is being applied in organizations as well to a great extent. HR analytics allows the human resource managers to take decision based upon human capital and it influences the outcomes in business. HR analytics is considered as a tool which aims to improve the insights in the organizations in terms of sustainable growth and future advancements or innovation. HR analytics plays a vital role in sustainability and culture of the organization. It is well known that organizational culture is influenced by organizational sustainability. This research attempts to review systematically the numerous studies conducted by the researchers of the recent time on HR analytics, organizational culture and organizational sustainability and their relationships as identified by these researchers.

Keywords: Organizational sustainability, human resource management, Organizational culture, HR Analytics

1. Introduction:

In present scenario, changing business dynamics and globalization has maximized the tasks to management and human resource on how to enhance and adopt a high-competency and agile workforce mean whereas maintaining the efficiency of cost. Present business problems focus on high efficiency in structure of human resource management and department of human resource. To a certain extent, they need greater efficiency obtained with complete understanding of factors which drive performance in the workforce. Organizations must be aware of difficult communication between staffing levels, personnel profile, competencies, structures of compensation advantage and extra factors to assist them increase their human capital return. HR analytics helps the organizations to take decisions based on workforce by minimizing the costs, reduce risks, determining revenue streams and carry out efficient strategies in the business. It acts as a tool in the HR which gives insights that are needed for making huge part at strategy table. As the issues develop in the modifying economy human resource analytics changes the department of human resource with full automation. It changes
the raw data in HR into valuable data to formulate the strategy then ultimately to get high innovation (Smith, 2013).


HR analytics applications within the organization might be seen as one-time effort or might agree with newly renovated approach to management in the organization. At the same time, one-time efforts must motivate more change in the organization. It is significant for HR leaders and organizational leaders to incorporate the analytical methods for considering reason behind such efforts. Furthermore, it was stated that analytics must be originated to understand the data to be adopted and context where data were gathered if any evocative insight could be obtained (Angrave et al, 2016).

Ford (2012) stated that organizational sustainability is more linked with culture in organization instead of particular procedures and policies. Organizations are expanding on policies of sustainability, however they emphasize that such policies are focused at expanding a fundamental sustainability culture, through policies which highlight the significance of financial, social and environmental performance. Such policies search for developing a sustainability culture which articulate the beliefs and values which strengthen the objectives of the organization (Eccles et al, 2011). According to Deloitte (2015), most of the HR oriented people forecast a capable future for HR analytics. At the same time, organizations struggle to allow human resource analytics found to be reality in the organization, at the same time, people and HR analytics was found to be main potential gaps in today’s human resource practice.

In this particular research, these factors have taken into consideration for review namely organizational sustainability, HR analytics and organizational culture. Organizational sustainability could be studied with these aspects namely economic organizational sustainability, environmental organizational sustainability and social organizational sustainability.

2. Literature Review

2.1 Relationship between organizational sustainability and HR analytics:

Management and HR professionals have to strategically understand how human capital put efforts to success of the organization before implementing HR analytics. If problems or issues to be solved using analytical tools are implicitly explained, the probability of including any value to firm is extremely low (Fitz-enz and Mattox, 2014). Cherian and Farouk (2017) found that sustainable practices of human resource have significant and optimistic effect on organizational performance. Deploying sustainable practices in performance management, training and development, retention, recruitment and motivation was helpful to manage the workers especially in productive way. Cohen et al (2012) pointed out that sustainable organization is associated with three aspects of HR analytics namely employees’ wellbeing,
holistic development of employee, organizational leadership and culture. Authors also studied about management of human resource (Guest, 2011 and Jiang et al, 2012) and at the same time, research of sustainable HR management is rarely taken into consideration (Cheema and Javed, 2017 and Renwick et al, 2013). Significance of HR management for organizational sustainability was discussed by (Ehnert and Harry, 2012 and Chams and Garcia-Blandon, 2019).

Tooranloo et al (2017) determined that factors which have an effect on successful deployment of sustainability of HR management in organizations. HR management is sequence of practices in work which involve people, wherein employee training plays a vital part. Some researchers, scholars and managers have understood that training given for employee is not only significant motivation for continuous growth of workers whereas assures the sustainable development or growth in enterprise (Baumgartner and Winter, 2014; Camilleri, 2016, Vaio and Varriale, 2018 and Davis and Boulet, 2016). Kramar (2014) studied about main features of sustainable HR management and emphasizes an association between HR management and sustainability. Policy makers and organizations realized that sustainable employability has shown high importance for all workers (Dam et al, 2017 and Semeijn et al, 2015).

Hahn et al (2014) highlighted that sustainability develops conditions when organizations necessitate to concurrently addressing various beneficial results, however conflicting environmental, economic and social results at firm and societal levels. Moving to context of HR management, this refers that sustainable HR management also gives some paradoxes and tensions. Mariappanadar (2014, 2014a) have adopted stakeholder harm theory and negative externality as a fundamental approach for sustainable human resource management. Negative externality is about something which costs the enterprises minimal for their business practices or actions than they save (Mariappanadar, 2014). At the same time, someone must notice and face these costs are not new; proceeding the theory of social cost, costs are forced on weaker persons on society like workers and members from their family (Mariappanadar, 2014a). This refers that organizations hurt the workers by taking out maximum motivations, skills, and abilities and safeguard them from reaching positive well-being results (Mariappanadar and Kramar, 2014b). Negative externalities hurt the workers families and their society’s living standard. Sustainable HR management, at the institutional level was recommended to reduce harm on workers, emphasizing the synthesis impact (Mariappanadar, 2016). Therefore, organization must adopt “and/both” approach and adopt the practices of HR management to increase their profits as well as minimize the harm in the practices of HR management on stakeholders.

### Prescriptive

Prescriptive analytics depends on heuristics-oriented, simulation, optimization techniques to model substitute settings and their effect on outcomes of business (Evans and Lindner, 2012). It is rarely adopted by analytically savvy organizations, develops treatments to fix present problems. It could include developing a model for understanding how substitute investments in training the employee influence the company’s bottom line (Fitz-enz and Mattox, 2014)

### Predictive

Predictive analytics is referred as set of techniques which could be adopted for predicting future results on the basis on historical data. Forecasting models and machine learning are important tools for this analytics (Rehman et al, 2016, Gandomi and Haider, 2015 and Joseph and Johnson, 2013). It empowers the manager in human resources with exact predictive analytics
that identifies the future, particularly for organizations which seek more proactive part to drive the business strategy (Kramar, 2014). It estimates why prior trends have happened and how such trends would modify or persist without intervention (Fitz-enz and Mattox, 2014)

- **Diagnostic**

Diagnostic analytics is advance analytics form that observes content or data for answering the question “why it happened” and featured by techniques like data mining, discovery of data, drill-down and correlations. It deeply covers the data for better understanding the causes of behaviours and events (Rehman et al, 2016).

- **Descriptive**

Joseph and Johnson (2013) stated that descriptive analytics discovers data patterns and adopts statistical analysis for summarizing and visualizing data as mentioned by Rehman et al, 2016. Descriptive analytics are most commonly adopted by firms; it collects information on past trends or events. It entails measures like cost to train a new worker or turnover rates (Fitz-enz and Mattox, 2014).

- **Novice**

There are many reasons for collecting data in the needs of business namely illustrate, clarify, forecast and optimize performance. After illustrating performance, it is important to clarify it. This is mostly accomplished by profound analyzing the data, providing it context and determining relationships or differences. For instance, if we categorize all professionals into 3 namely advanced, experienced and novice. Novice professionals get least ratings when compared with experienced and advanced (Anguinis and Lengnick-Hall, 2012).

Below table 1 depicts relationship between organizational sustainability and HR analytics

<table>
<thead>
<tr>
<th>S.No</th>
<th>Author and Year</th>
<th>Relationship between constructs</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cherian and Farouk (2017)</td>
<td>Implementing sustainable practices in organization</td>
<td>Deploying sustainable practices in performance management, training and development, retention, recruitment and motivation was helpful to manage the workers especially in productive way.</td>
</tr>
<tr>
<td>3</td>
<td>Baumgartner and Winter, 2014; Camilleri, 2016, Vaio and Varriale,</td>
<td>Employee training and sustainability practices</td>
<td>Training given for employee is not only significant motivation for continuous growth of workers whereas assures the sustainable</td>
</tr>
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</table>
Table 1: Relationship between organizational sustainability and HR analytics

<table>
<thead>
<tr>
<th></th>
<th>Authors (Year)</th>
<th>Research Focus</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>4</td>
<td>Hahn et al (2014)</td>
<td>Implementation of sustainability in the organization</td>
<td>Sustainability develops conditions when organizations necessitate to concurrently address various beneficial results, however conflicting environmental, economic and social results at firm and societal levels</td>
</tr>
<tr>
<td>5</td>
<td>Mariappanadar (2014, 2014a)</td>
<td>Approaches for sustainable HR management</td>
<td>Applied stakeholder harm theory and negative externality as a fundamental approach for sustainable human resource management</td>
</tr>
<tr>
<td>6</td>
<td>Mariappanadar, 2016</td>
<td>Sustainable HR management</td>
<td>Sustainable HR management, at the institutional level was recommended to reduce harm on workers, emphasizing the synthesis impact</td>
</tr>
<tr>
<td>7</td>
<td>Fitz-enz and Mattox, 2014</td>
<td>Significance of HR analytics in the organization</td>
<td>If problem issue to be solved using analytical tools is implicitly explained, the probability of including any value to firm is extremely low</td>
</tr>
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</table>

2.2 Relationship between Economic organizational sustainability and HR analytics:

HR management denotes a crucial function to ensure the operation of every organization. It affects most of significant organizational resources and enduring competitive benefit source in an unpredictable and continuous changing business environment. Such style either hinders or accelerates the processes in sustainable development. When considering globalization, economic and society based on managers of knowledge and social intelligence is main factor in which education is found to be one of main factors of sustainable business and development (Ključnikov et al, 2016, Kiskis et al, 2016; Scaringeli, 2014, Barberis et al, 2014, Wahl and Prause, 2013; Guruz and Scherer, 2014; Vasiliiunaite, 2014; Sabaseviciene and Grybaite, 2014; Peker et al, 2014, Bileisis, 2014, Litvaj and Ponisciakova, 2014; Cuneo et al, 2014; Vosylius et al, 2013, Figurska, 2014; Raudelioniene et al, 2014 and Lankauskiene and Tvarnoviciene, 2012).

Social and economic progress would rely on education, lifelong learning, creation, adoption of particular knowledge about international trade sustainability that is closely linked with deploying innovations and assuring the success of nations in global markets (Cuneo et al, 2014;
Lapinskiene et al, 2013, 2014; Lynch et al, 2017; Oates et al, 2017; Crosbie et al, 2017, Garcia-Fuentes de Torre, 2017, Daher et al, 2017 and Dudzeviciute et al, 2014). Koraus et al (2017) studied about sustainable economic development with the help of HR management with special focus on social intelligence of performance and managers. It was found that sustainable economic development plays a vital part in the management of HR. Paradigm of sustainable development helps to reach economic goals as well as need to observe ecological and social interests, placing foundations where model of sustainable business would be on the basis of principles of social responsibility and value-oriented management could be developed (Jablonski, 2016).

There are 3 fundamentals dimensions in developing sustainability in HR practices. Ecological that is protecting the natural resources and environment; social that is enhancement in safety and living conditions of all people and economic that is development of economy which is not affected and at the same time stimulate by technological growth and maximized effectiveness in adopting materials, resources and workforce (Pinzone et al, 2016).

Below table 2 depicts relationship between economic organizational sustainability and HR analytics

<table>
<thead>
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<tbody>
<tr>
<td>2</td>
<td>Koraus et al (2017)</td>
<td>Sustainable economic development and HR management</td>
<td>Sustainable economic development plays a vital part in the management of HR.</td>
</tr>
<tr>
<td>3</td>
<td>Jablonski, 2016</td>
<td>Sustainable development and economic results</td>
<td>Paradigm of sustainable development helps to reach economic goals as well as need to observe ecological and social interests, placing foundations where model of sustainable business would be on the basis of principles of social responsibility and value-oriented management could be developed</td>
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</table>
2.3 Relationship between Environmental organizational sustainability and HR analytics:

Green HR management found to be main attention in most of the organization. Such management developments are based on employees and they are important for firms’ efforts on environment. At the same time, environmental management and green HR management in firms are considered as mutually influential. Impact on environmental management in firms impacts the initiation of practices in green HR management. In addition to that, practices of green HR management support the environmental firm’s performance. Some of the green HR management practices are found to be main elements in implementing initiatives in environment. These entails environmental training, green employer branding for attracting sensitive-environmentally job applicants, performance appraisal in green HR practices, reward systems which entails environmental key performance indicators, green chances for involving the worker and empowerment and so on (Jackson et al, 2011, Jabbour and Jabbour, 2016, Teixeira et al, 2012, Renwick et al, 2013). Authors also focused on relationship between HR management (environmental training or green HR management) and environmental sustainability or environmental management (Jackson and Seo, 2010, Jackson et al, 2011, Jackson et al, 2014, Teixeira et al, 2012, Jabbour, 2013, Jabbour et al, 2015, and Bohdanowicz et al, 2011), green supply chain and HRM (Jabbour et al, 2016).

From the outcomes of the research, it was found that behaviour of employee, economic advantages and enhancement in environmental and social health that sustainable HR management could bring. HR management is significant for organizational sustainability; in spite of whether the company involves in sustainability of environment and some other factors (Kim et al, 2019). Jain (2015) stated that practices of green HRM acts as a main driver for environment organizational sustainability by supporting its policies and practices with goal of organizational sustainability which reflects towards eco-focus.

Creating awareness related to environment among all the workers by carrying out workshops and seminars, conference at level of organization is significant for achieving organizational sustainability (Renwick et al, 2013). Apart from these, environmental oriented training, education and development are found to be main drivers of green human resource management in the organization (Mesmer-Magnus et al, 2012). Without adequate training, education and development, appearing targeted performance related to environmental outcomes in organization is tough to accomplish. Thus it is important for all business organization to understand the significance of green training, education and development for environment and organization sustainability in their enterprise (Jackson et al, 2011). It was clear from the
research that organizations are incorporating numerous green HR management initiatives for promoting sustainability (Das and Singh, 2016).

Below table 3 depicts relationship between environmental organizational sustainability and HR analytics

<table>
<thead>
<tr>
<th>Author and Year</th>
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<tbody>
<tr>
<td>2 Kim et al, 2019</td>
<td>Environmental and sustainable HR management</td>
<td>HR management is significant for organizational sustainability; in spite of whether the company involves in sustainability of environment</td>
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<td>3 Jain (2015)</td>
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<td>4 Renwick et al, 2013</td>
<td>Green HRM and organizational sustainability</td>
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<td>5 Mesmer-Magnus et al, 2012</td>
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<td>Environmental oriented training, education and development are found to be main drivers of green human</td>
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</table>
It is important for all business organizations to understand the significance of green training, education and development for environmental and organizational sustainability in their enterprise.

| 7 | Das and Singh, 2016 | Green HR management and sustainability | Organizations are incorporating numerous green HR management initiatives for promoting sustainability |

**Table 3: Relationship between environmental organizational sustainability and HR analytics**

### 2.4 Relationship between Social organizational sustainability and HR analytics:

Indiparambil (2019) mentioned that notion of sustainable performance and corporate social responsibility insists a commitment to environmental and social results and also financial profit. Sustainable HR management concentrates on minimizing the cost and short-term corporate profitability and additional initiatives on long-term sustainability in terms of performance in the organization. It demands sustainability in the organization through deployment, management and growth of HR practices, strategies and policies holding direct the environmental, social and economic dimensions. Sustainable HR management attempts to give a strong basis for well-functioning society. It involves a social part to community associated with ecological and environmental sustainability. Economic results i.e. financial gains, sustainable HR management gives a commitment to environmental and social outcomes (Chamsa and Garcia-Blandonb, 2019).

Jarlstrom et al (2018) pointed out that sustainable HR management promotes trust between managers and workers in particular situation. In similar way, sustainable HRM search for accomplishing positive social or human results by incorporating sustainable working systems and therefore helps work-life balance of workers without compromising performance. From the different studies and researchers, it was found that sustainable HR management impacts the organizational practices and design through various operation modes like facilitating: participation of employee, work roles, open communication and evaluation of performance; building: strengths of employee, trust between managers and workers and facilitation of performance; concentrating on: positive social or human results, sustainable work systems, organizational economic results and work-life balance. Sustainable HR management is configuration or collection of all such practices and associated with frameworks of corporate sustainability (Browning and Delahaye, 2011, Guerci and Pedrini, 2014, Jarlstrom et al, 2018 and Donnelly and Proctor-Thompson, 2011). Dubois and Dubois (2018) highlighted that strategic HR management act as social design for environmental organization sustainability.

Below table 4 explains relationship between social organizational sustainability and HR analytics:
<table>
<thead>
<tr>
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<td>Sustainable HR performance, organizational sustainability, social dimensions</td>
<td>It demands sustainability in the organization through deployment, management and growth of HR practices, strategies and policies holding direct the environmental, social and economic dimensions</td>
</tr>
<tr>
<td>2</td>
<td>Chamsa and Garcia-Blandonb, 2019</td>
<td>Sustainable HR management and ecological and environmental sustainability</td>
<td>Economic results i.e. financial gains, sustainable HR management gives a commitment to environmental and social outcomes</td>
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<td>3</td>
<td>Jarlstrom et al (2018)</td>
<td>Sustainable HRM and social performance</td>
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<td>4</td>
<td>Browning and Delahaye, 2011, Jarlstrom et al, 2018, Guerci and Pedrini, 2014, and Donnelly and Proctor-Thompson, 2011</td>
<td>Sustainable HR management and social outcomes</td>
<td>sustainable HR management impacts the organizational practices and design through various operation modes like facilitating, building, concentrating on: positive social or human results, sustainable work systems, organizational economic results and work-life balance</td>
</tr>
<tr>
<td>5</td>
<td>Dubois and Dubois (2018)</td>
<td>Strategic HR management and social and environmental sustainability in organization</td>
<td>Strategic HR management act as social design for environmental organization sustainability</td>
</tr>
</tbody>
</table>

Table 4: Relationship between social organizational sustainability and HR analytics
2.5 Relationship between organizational sustainability and HR analytics is moderated by organizational culture:

Development in organization has some factors which enhance sustainability based on effectiveness. Enhancements in productivity results in commitment of employee as values, objectives and norms assist in enhancing organizational culture. Organizational system was on the basis on efficient culture establishment which maintain learning surroundings very strong. Employees’ performance enhances by establishing strong organizational culture. Performance of employee is seen as spine of organization which result in development and growth of organization. Furthermore, it was stated that strategies developed on well designed HR development programmes and policies assist in making culture much efficient (Kaplan and Norton, 2011). Kiesnere and Baumgartner (2019) determined that major drivers in implementing the sustainability are rooted in organizational and personal values for example personal interest and organizational culture; major hindering factors are locked-up resources or lack of resource, originate from inertness of organizational and other hindrance to change.

To understand the similarities and variations between subcultures could assist organizations for developing a range of tailored and sophisticated programs for successful incorporation of practices related to sustainability and give new recommends into how to solve the issues in change and HR management (Mandip, 2012). Linnenluecke and Griffiths (2010) recommended association between organizational culture and principles of corporate sustainability within the organization. With the combination perception of culture in the organization assumes that enterprises have one main culture with organization among workers around a set of shared beliefs, values and assumptions, such view is challenged by differentiation perception.

- **Innovative culture:**

Dombrowski et al (2007) determined 8 elements of innovative culture in the organization are innovative vision and mission statements; culture of lateral, democratic interaction without the hierarchy chains for attracting and retaining talented people who are needed to pursue innovation and experimentation.

- **Bureaucratic culture:**

It ensures the stability and promise because it understands well about trending aspects in society as well as its solutions. Such set of rules is deployed through some behaviours, attitudes and acts and conducted by official government to complete public service. It is a system designed naturally and gives the communication among social culture of society (Dwiyanto, 2010).

- **Supportive culture:**

Supportive culture entails compensation and rewarding, growth chances that is training, supervisory support and communication could result is dislocation of goals. Such supportive cultures could move workers’ attention from the goals of organization to their personal gains and development (Perrow, 2014).

Below table 5 illustrates relationship between organizational sustainability and HR analytics is moderated by organizational culture.
<table>
<thead>
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<tbody>
<tr>
<td>1</td>
<td>Kaplan and Norton, 2011</td>
<td>Sustainability, HR practices and organizational culture</td>
<td>Strategies developed on well designed HR development programmes and policies assist in making culture much efficient</td>
</tr>
<tr>
<td>2</td>
<td>Kiesnere and Baumgartner (2019)</td>
<td>major drivers in implementing the sustainability</td>
<td>Major drivers in implementing the sustainability are rooted in organizational and personal values for example personal interest and organizational culture</td>
</tr>
<tr>
<td>3</td>
<td>Mandip, 2012</td>
<td>Importance of organizational culture in the practices of sustainable HR management</td>
<td>To understand the similarities and variations between subcultures could assist organizations for developing a range of tailored and sophisticated programs for successful incorporation of practices related to sustainability and give new recommends into how to solve the issues in change and HR management.</td>
</tr>
<tr>
<td>4</td>
<td>Linnenluecke and Griffiths (2010)</td>
<td>Organizational culture, sustainability and HR</td>
<td>With the combination perception of culture in the organization assumes that enterprises have one main culture with organization among workers around a set of shared beliefs, values and assumptions, such view is challenged by differentiation perception.</td>
</tr>
</tbody>
</table>

Table 5: Relationship between organizational sustainability and HR analytics is moderated by organizational culture
2.6 Research gap:

There are also studies and researchers focused on researches like strategic thinking for developing sustainability in the organization (Baumgartner and Korhonen, 2010), strategic sustainability, (Kurucz et al, 2017) integrating sustainability in main business (Broman and Robert, 2015 and Sroufe, 2017), design in the organization and change in the organization for sustainability ((Lozano, 2013 and Ingham and Havard, 2017) and business models in sustainability (Rauter et al, 2014, Bocken et al, 2014, Schaltegger et al, 2016, Dentechev et al, 2018). The investigation on sustainability in HR management entails many related aspects like green HR management (Renwick et al, 2013 and Bombiak and Kluska, 2018), sustainable HR management (Kramar, 2014; Savaneviciene and Stankeviciute, 2018; Diaz-Carrion et al, 2018, Mariappanadar, 2013, Stankeviciute and Stankeviciute, 2014), ethical HR management (Greenwood, 2013) and socially responsible HR management (Barrena-Martinez et al, 2018 and Diaz-Carrion et al, 2018a). Some researchers have indicated that firms must combine sustainability in all departments and levels of the firms which means corporate culture and architectures have to modify as well (Sroufe, 2017 and Linnenluecke and Griffiths, 2010). Organizational sustainability framework was developed from Cella-De-Oliveria, 2012, Dias, 2013, Bansi, 2013; Munck et al, 2011. Kiesnere and Baumgartner (2019) studied about sustainability management in practice: organizational culture, change for sustainability especially for smaller large-sized firms with respect to Austria. However there are no studies and researchers that focused only on these aspects namely organizational sustainability, HR analytics and organizational culture. This particular research attempts to bridge that gap by studying about the relationship between organizational sustainability and HR analytics is moderated by organizational culture.

3 Findings and Discussion:

The following figure illustrates the conceptual framework for the HR analytics, organizational sustainability and organizational culture.

![Conceptual framework for HR analytics, organizational sustainability and organizational culture](image)

**Figure 1: The conceptual framework for the HR analytics, organizational sustainability and organizational culture**

*Source: 1st Author*
Prepositions of the research are derived from conceptual framework

1. P1: There is relationship between organizational sustainability and HR analytics
2. P2: There is relationship between economic organizational sustainability and HR analytics
3. P3: There is relationship between environmental organizational sustainability and HR analytics
4. P4: There is relationship between social organizational sustainability and HR analytics
5. P5: Relationship between organizational sustainability and HR analytics is moderated by organizational culture

It was clear from the review that, HR analytics acts as a tool which focuses on analytical data about employees’ performance and their outcomes. Incorporating sustainable practices in organization helps in training and development, performance management, motivation and so on. Organizational sustainability mainly focuses on employees’ wellbeing, organizational culture, leadership in the organization and holistic development of employee. Development of sustainable economy plays a major role in HR management. Such development helps HR management to accomplish economic goals. Sustainability in the practices of human resource management is based on ecological, economic and social dimensions. Green human resource management and environmental management in enterprises are found to be influential. Practices followed in green management of human resource motivate the environmental performance in the enterprises. At the same time, they act as major driver for organizational sustainability along with environment which motivates its policies and practices reflecting eco-friendly environment.

People need awareness to understand and reach the goals of environmental organizational sustainability and they could get awareness from workshops, conferences and seminars. Apart from these, it is also important to give green training, growth and education for environment. Sustainable HR management focuses on reducing the cost and corporate profitability could be obtained at least for short term. They are found to be strong basement for better functioning society. Organizational sustainability in social dimensions incorporates positive and sustainable working systems for better results and performance. Dimensions of organizational sustainability are linked with dimensions of social, environmental and economic. HR analytics could be measured by prescriptive, predictive, diagnostic, descriptive and novice. Organizational sustainability is incorporated in values based on personal and organizational that is personal interest and culture in the organization. Performance of the employee develops by establishing profound culture and sustainability practices within in the organization.

4 Conclusion and Future work:

Each organization faces numerous challenges in competitive world. Such challenges could be rectified with novel technology namely HR analytics. It allows the human resource managers to take decision based upon human capital which influences the outcomes in business. Therefore, it assists HR to be much involved in formulating corporate strategy. It is considered as novel era for HR management to overcome its challenges and problems. It was clear from the above analysis that HR analytics plays a vital role in sustainability and culture of the organization. It was also noticed that economic, environmental and social organizational sustainability plays an equal part in HR analytics. It was clear from the review that organizational culture is influenced by HR analytics and organizational sustainability. This paper makes use of secondary source of data for reviewing the various aspects related to organizational sustainability, HR analytics and organizational culture. Secondary source of the
research are collected from various resources like research publications, books, journals, research journals, research articles and so on. This study assists practitioners and academicians to understand the significance of HR analytics, organizational sustainability and organizational culture. This particular study also has some restrictions. Outcomes of the review are applied only to organizational studies. In addition to these, this study could be expanded by collecting primary data from HR managers and experts for the model developed and hypothesis of the research also tested and verified through suitable statistical tools.

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