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Achieving Human Resource Management Sustainability in Banking Sector

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Abstract
The basis for the future expansion and success of a business is the sustainability of human resource management (HRM). The purpose of this study is to look into how Banks achieve HRM sustainability.it is one of the topics that has become increasingly important in the last decade. The key to an organization's success in an age of competition and interconnected environments is its ability to maintain and develop human resources. The aim of this study was to see the impact of the components of sustainable human resource management in Pakistani banks and employs a quantitative research technique design to examine the variables influencing HRM sustainability in banking sector. The study takes place in Pakistan and examines Pakistani Banks. The sample size of 100 employees was determined using the Cochran formula. The data was collected by a questionnaire with 32 statements on a 5-point Likert scale. PLS4 software was used for analysis. The findings show that human resource practices, social factors, psychological factor have weak impact, employer branding have weak positive impact, economic factor and political factor have a positive and significant impact on the sustainability of HRM at banking sectors. The findings indicate that implementing proper HRM methods, as well as associated socioeconomic and psychological supports, is critical for HRM sustainability in banks, which increase banks competitiveness**.**

Key words: Human Resource Management, Banking Sector, Human Resource Practices, Sustainable HRM Framework, Organizational Sustainability

Introduction
Background of the Study
Globalization has a lot of effects on the banking industry because it moves activities around the world and works on sustainable human resource management. The main factor thought to give an organization its competitive edge is its human resources (HR). Pakistan's banking sector is an essential part of the country's economy, supporting national financial stability and growth while providing employment for thousands of people. Nevertheless, in recent years, the industry has more problems with the human aspect, mainly management, especially concerning an imitable employment standard. Sustainable HRM is the process of strategy and practice of managing human resources in order to identify long-term and organizational welfare and also to ensure positive impact on societies and environment. As a result of demanding work settings, new technology in the workplace, and shifts in the sociodemographic profile, banking is a highly applicable area for this HRM approach. The analysis of extant literature shows that the sustainability of HRM depends on many factors such as employer branding, social and psychological conditions, HRM practices, and political economic environment. Good company branding is a way to attract and retain qualified

employees; efficient HR practices enhance the satisfaction of the workers. Predictable environments create long leash planning horizons, however, sociopsychological realities influence behavioral regularities. It is still uncertain how these factors affect the sustainability of HRM in the banking industry in Pakistan, therefore the best way is to see how these factors interact to determine the HR outcomes.

Problem Statement

The specific factors that promote sustainable HR practices in Pakistan's banking sector are not well understood, despite the importance of HRM sustainability being widely acknowledged. The banking sector is subject to a variety of internal and external challenges, such as the requirement to successfully manage talent, attend to the well-being of employees, and adapt to changes in the economy and society. Previous research suggests that a number of elements, including company branding, social and psychological aspects, economic and political issues, and human resource practices, have a substantial impact on HR outcomes. Few studies, nevertheless, have looked at these factors all at once to evaluate how they affect the achievement of sustainable HRM in Pakistan's banking industry. Without a thorough grasp of these factors, banks might find it difficult to put HR strategies into place that guarantee employee happiness and organizational resilience.

Gap Analysis

There is a dearth of research that integrates these variables into a unified framework, despite the fact that the literature on sustainable HRM now in publication identifies a number of distinct elements that affect HRM sustainability. The majority of research ignores the larger interaction of social, psychological, economic, and political elements in favor of concentrating on one or two, such as the effect of employer branding or HR policies. Furthermore, a significant amount of the existing research was conducted in Western environments, which may not align with the distinct socioeconomic and cultural features of Pakistan's banking sector. This discrepancy highlights the need for a comprehensive study that considers several elements to understand their combined impact on HRM sustainability in the context of Pakistani banking.

Research Objectives
The objectives of this research are to:
Analyze how HRM sustainability in Pakistan's banking industry is affected by HRM practices.
To examine how social issues, affect the sustainability of HRM.
To evaluate how psychological aspects, affect long-term HRM results.
To assess how employer branding contributes to the sustainability of HRM.
To look into how economic variables, affect sustainable human resource management.
To ascertain how political issues, affect the sustainability of HRM in the banking industry.
To include the aforementioned factors into a thorough framework for sustainable HRM.

Research Questions
What impact do human resource practices have on HRM sustainability in Pakistan's banking sector?
How do social factors influence HRM sustainability in the banking industry?
In what ways do psychological factors affect sustainable HRM outcomes?
What role does employer branding play in achieving HRM sustainability?
How do economic factors impact sustainable HRM practices in the banking sector?
What is the effect of political factors on HRM sustainability?

Research Significance
This research is significant for several reasons:
Academic Contribution: By examining the combined effects of several variables on HRM sustainability within the framework of Pakistan's banking industry, this study will close a significant

gap in the literature. The research will add to the expanding body of knowledge on sustainable HRM, particularly in emerging nations, by offering a comprehensive understanding of these issues.

Practical Implications: HR professionals and legislators in the banking sector will find useful information in the research's conclusions. Banks can create more successful HR strategies that promote employee engagement, well-being, and organizational resilience by knowing how different aspects affect HRM sustainability.

Policy Development: This study will help policymakers understand how crucial stable political and economic environments are to promoting long-term HRM practices. The study's conclusions may help shape laws that assist the banking industry in attaining sustainable human resource management, which eventually promotes stability and expansion of the national economy.

Improved Employee Well-Being: Sustainable HRM strategies benefit firms while also increasing employee satisfaction, retention, and productivity. This study will offer recommendations for developing a supportive workplace that takes into account the social and psychological elements that impact employees in order to foster a healthier and more sustainable workforce.

Literature Review

Sustainability for human resource management entails practices that deliver corporate objectives and objectives that are social, environmental, and, where achievable, long-term beneficial to employees. Sustainability in banking business human resource management is an important factor for consideration because the business is very sensitive to skilled human resource, customer oriented and regulatory compliance. Apart from environmental and social consideration that necessitate sustainable HRM practices, a competitive edge over other firms and improved organizational performance are essential for banks to sustain and advance, and satisfy the evolving employee expectations within the shaken labor market. The assessment of prevalent global trends highlights that sustainable HMR strategies that foster organizational sustainability and resilience and creativity include diversity promotion, ethical leadership, as well as the promotion of employee well-being. In the context of achieving greater sustainable returns and cultivating a strong firm reputation and high employee turnover, the World Economic Forum (2023) has indicated that sustainable firms that sustainably adopt sensible HRM strategies significantly outcompete their competitors. Brown and Taylor (2022) pointed out that European banks which have adopted work flexibilities and green human resource management conducted less turnover of employees by 20 percent than those non-compliant. Globalization, enhancement of legislation, and technology are all posing major impacts on the banking industry of Pakistan. In this sense, walking the talk in today's world and the journey towards sustainable business performance, human resource management or HRM, involves alignment of the human assets with key business needs. Despite the fact that banking industry plays significant role in economic stability it has some problems, including economic restraints, political instabilities and staff with diverse sociocultural characteristics. Despite these challenges, there is scarce information on how best can sustainable HRM practices can be introduced. The major concerns pertaining to the factors associated with HRM sustainability in banking sector of Pakistan are Employer branding; Social & Psychological aspects; Economic & political factors; HRM practices: Studious show that due to overwhelming stress; Employee retention and organization's consistent growth is unrealized due to lack of professional training & poor WHO care (Khan & Ahmed, 2021). The main objective of the literature review and its relationship to the research topic This literature review attempt to provide an understanding of knowledge available on the issue of HRM sustainability; with focus on employer branding, social psychological factors, HR practices and macro environmental forces/political and economic factors. This review seeks for the research gaps and develop a theoretical framework to analyses the sustainability of HRM practices in the banking sector of Pakistan. This assessment is valuable especially because it fits into the research gap understood as the lack of sustainable human resources management (HRM) solutions in the context of Pakistan sociocultural and economic environment. Through these findings, the study contributes a set of

useful recommendations that enhances workers' sustainability, organizational performance, and banking sector's responsibilities toward achieving the sustainable development goals.

Dependent and Independent Variables
Dependent Variable
Sustainability of HR

The consistency and dependability of HRM policies and practices inside a company is known as HRM stability. In turn, guaranteeing workers' safety and appreciation, performance and retention is boosted (Boudreau and Ramstad 2005). Kramar (2014) is also of the opinion that another dimension of HRM sustainability is to ensure that helping organizational operations to avoid different challenges and accomplish stated strategic goals. For example, in the case of banking sector organizations in Pakistan, sustaining employee motivation, retention as well as employee wellbeing in the face of unfavorable socioeconomic conditions stress the importance of HR sustainability. The major reasons of burnout and high departing rates are the high stress, no career advancements in the job and hard work. They also revealed that the following factors deter the workforce sustainability; Low wages and Instability of the economy. Tremendous understanding has been established that implementing various prescriptive HR systems like performance incentives, equal pay and medical cover boosts employee contentment and commitment at work in the long-run traceable to these hurdles. Also, leading banks with strong employer brands, such as MCB and HBL, increase staff stability by promoting commitment and loyalty. Since loyalty and group cohesion are valued in Pakistan's collectivist society, cultural and social factors are equally important for HR sustainability. Employee retention and satisfaction are higher in banks that have supportive management relationships and a family-like work atmosphere. Furthermore, by improving employee competences, the incorporation of digital banking technologies emphasizes the necessity of ongoing upskilling, which promotes worker sustainability. The necessity for specialized frameworks to guarantee sustainable HRM practices in the industry is indicated by the gaps that still exist in the adoption of green HR practices, mental health initiatives, and addressing the effects of macroeconomic issues. Sustainable HRM incorporates long-term emphasis, employee well-being, and ethical issues (Ehnert, 2009; Stankeviciuses & Savanevičiene, 2018). The banking industry's overall performance, institutional resilience, and adaptability could all be enhanced by sustainable HRM (Piwowar-Sulej, 2021). It is worthwhile to talk about the importance of human resources (HR) and HR strategy for the long-term viability of businesses (Kramar, 2014; International Standardization Organization). HRM Techniques for Sustainable Long-Term Use: Describe specific HRM initiatives, such as training, talent acquisition, knowledge acquisition, and skill development, that promote HR sustainability (ISO/CD9004; Dubey et al., 2021).

Independent variables
Human Resources

All banking workers are included in human resources. Effective HRM strategies, including as performance management, employee engagement, and training and development, have a direct impact on HRM sustainability (Armstrong & Taylor, 2020). With an emphasis on social and ethical responsibilities to workers and the public, HR sustainability describes the steps that companies need to take to ensure they have access to a skilled labor pool for the long run (Kramar, 2014). Sustainable HRM initiatives include knowledge gain, skill development, talent acquisition, and continuous training. By these methods, a skilled long-term workforce capable of addressing dynamic organizational requirements and environmental threats is secured. However, to ensure sustainability in banks human resources are vital. Sustainable human resource management is a broad concept involves hiring, training, performance assessment and retention of staffs. Everything discussed here conforms to the organization's sustainability agenda (Ahmad, 2015). Selection, appraisal, development, and maintenance of personnel are just but of the few activities in developing viable systems of HRM. Ahmad (2015) opined that all these duties are in line with the

organization's sustainability objectives. The best HRM practices ensure that workers engage in sustainable activities in the firm hence achieving the organizations CSR objectives state Jamali and Kaida (2015). It is imperative for firms to have adequate practice of human resource management for the realization of sustainability in HRM. Effective HR practices, including hiring, training, performance management, and employee development, are necessary to cultivate an informed and motivated workforce. Becker and Huselid (1998) found that high-performance work systems improve corporate success and personnel results. Effective HR strategies can lower turnover, increase employee engagement, and foster a culture of lifelong learning in Pakistan's banking industry. For example, Khan et al. (2016) discovered that banks that fund extensive training initiatives are better equipped to adjust to changes in the market and keep a competitive advantage. Furthermore, strategic HRM practices are crucial for improving organizational performance in the banking industry, according to a study by Ali et al. (2018). The authors contend that in order to achieve sustainability, HRM practices must be in line with organizational objectives because this guarantees that the staff is prepared to handle the demands of a changing environment. Sustainable HRM practices focus on long-term employee engagement and development, fostering a culture of sustainability within organizations ("Sustainable Human Resource Management", n.d. Employee retention and satisfaction are increased by putting policies like equitable compensation, employee involvement, and ongoing training into place. These policies are essential for sustainability. (Garg, 2014)

Social Factors
Peer relationships, corporate culture, and social norms are only a few examples of the internal and external social environments that affect human resource management. Social support at work boosts job satisfaction and organizational commitment, claim Podsakoff, Mackenzie, and Bommer (1996). According to Dempsey et al. (2011), social sustainability includes not only having access to necessities but also feeling secure, empowered, united, and content. Research suggests that social factors, such as workplace culture, employee relations, and social networks, can have a positive and significant impact on HRM sustainability at banking sectors in addition to employer branding, psychological aspects, HRM practices, and economic variables. Employee motivation, conduct, and general job satisfaction are all impacted by the social environment at a business. Kahn's research (1990) emphasizes the value of social support in the workplace and makes the argument that good social interactions can boost performance and job happiness. Hofstede (2001) was of the view that promotion of a good workplace environment can enhance the level of commitment and organizational loyalty among employees in Pakistan that is a collectivistic culture. Besides the design elements that are important with regard to the sustainability of HRM, social elements such as working in teams are also essential in the development of coherent workplace. Religious factors such as Islamic management principles, management leadership pattern, justice, faith, amongst others; are social factors that influence the sustainability of HRM. Other important factors of social nature implicating HRM Sustainability of career advancement, medical insurance, executions of comprehensiveness, flexible working hours, staff allowances, and training costs is some among the few. The sustainability of HRM also encompasses aspects such as; HRM recruitment and selection success, sustainable organizational practices, engagement, social entrepreneurship success, and effects on the local community. Furthermore, the level of profitability, and the extent, to which liberal-minded practices are implemented, depends on the length of contracts and level of security often afforded to employees. Also, people-sensitive HRM practices include strategies for attracting and replenishing motivated personnel, providing opportunities for continuous improvement, influencing communication, diversity, rational pay structure, security measures, and work-life balance contribute to building competitive advantage for HRM and achieving long-term strategic stability [5]. A number of HRM's sustainability factors are significantly influenced by social issues. In a socially inclusive workplace, there are practices that support sustainable action. This means making the staff members to have thought process, perception and good conduct as the management

when it comes to sustainable working practices (Brammer et al., 2007). Nishii et al. (2008) suggests that willingness of the employees to come up with sustainable practices depends on social relationships and general perception of the corporate policy. This work concludes that social elements are crucial components of sustainable HRM. These are being able to create a supportive organizational culture where the employees are involved and proactively empowered for organizational advancement and promotion (Singh & Singh, 2019). This is because there is a special emphasis placed in friendship and fun, novelty, teaming, and fostering social responsibility and personal growth (Diaz-Carrion et al., 2019). However, social aspects such as cooperation and team work are effective to develop the integrated working environment for the HRM sustainment which is identified by the Javed et al., (2019). According to the authors; organizational MRM initiatives aimed at encouraging interpersonal relationships and feelings of togetherness within the customers mean that such businesses are more likely to achieve sustainable human resource management results among their employees.

Psychological Factors
Worker motivation, job satisfaction and handling stress which are checklist of mental and emotional health of a worker. They stated that with the treatment of psychological problems the level of burnout could be reduced and performance increased (Schaufeli & Bakker, 2004). Psychological sustainability is associated with work satisfaction, personal development as well as organizational health in an organization as stated by Wright and Crianza (2000). Employee conduct is significantly influenced by the psychological environment of an organization. Employees who believe that their company's policies and practices promote environmental sustainability are said to have a positive green psychological climate, or GPC (Dumont et al., 2017). Employee motivation, job satisfaction, and mental wellness are psychological components necessary for achieving HRM sustainability. Internal factors like success and recognition have a significant impact on employee motivation, according to Herzberg's Two-Factor Theory (Herzberg, 1966). Because job stress and burnout are common in the banking sector, organizations must prioritize the well-being of their employees in order to sustain success. Kelloway and Day's (2005) research indicate that companies who fund mental health programs for their employee's report reduced employee turnover and increased productivity. Shah et al. (2019) found that psychological safety and supportive leadership positively impact job satisfaction and employee engagement, two factors that are essential for creating a long-lasting workforce. The study was done in Pakistan. Kashyap and Rangnekar (2014) explored and categorized of the psychological element of sustainable integrated HRM strategies which include: personal development, work life balance, job security. Human resource requires the use of psychology in its undertakings in the following ways. Safety, significance and availability of the employee psychological state intervene in the relationship between human resource policies while engaging the employee [1], thus confirming the importance of positive employee psychology in boosting organizational productivity. Also, basically important for the case of SMEs, EI of HR decision-makers plays a significant role dictating the degree of high-performance HR practices' implementation across businesses [2]. Also, significance, effect, autonomy, and competence are other aspects of employee psychological empowerment, which is positively related with both HR practices and intrinsic motivation. It is worth emphasizing that these aspects define employee engagement and vitality [4]. The fifth as evidenced by these observations there is an astute connection be twisting psychological factors and HR practices. Examine the linkages between stress anxiety and work attitude of employees and their impact on sustainability of HRM (Mazur, 2014). The promotion of psychological sustainability through good organizational practices should be emphasized (Dubey et al., 2021). According to Martin et al. (2005), it is valuable to talk about the connection between employee stress and organizational health and how it impacts HRM's long-term viability. Psychological safety and worker well-being are critical for fostering innovation and commitment to sustainable practices (Garg, 2014). According to Kumar et al. (2020), companies

that prioritize mental health and work-life balance tend to have more engaged employees, which is advantageous for sustainability programs.

Employer Branding

The phrase "employer branding" refers to a bank's standing as an employer. A strong employer brand draws and keeps talent, which supports the long-term sustainability of human resource management by ensuring a steady supply of skilled workers (Backhaus & Tikoo, 2004). In the HR industry, having a positive reputation can give you a sustained competitive edge (Lievens & Highhouse, 2003). Employer branding is one of the important elements that are important in achieving the overall HRM sustainability. The authors Renwick et al. (2013) have noted that sustainability-oriented business attracts and retain personnel who are committed to environmentally sustainable careers. As stated by Khan et al. (2019) it is possible to strengthen the company's reputation and to attract potential employees seeking a job in line with their values of sustainability and corporate social responsibility to the job market if the company displays its commitment to sustainability through its branding efforts. In this regard, one of the key secrets for working with people is to establish a powerful employer brand. As argued by Backhaus and Tikoo (2004), the particular focus on value headlines such as sustainability and ethical conduct as well as the improvement of the staff qualifications may help a bank to secure more top talents and enhance its image. The results indicate that in HRM, all the practices have to be done repeatedly in order to be of significance to the firm. These are characterized by the consistency and clarity of the rules that foster employee's trust and company devotion (Piwowar-Suleja, 2019). Employee branding is a value that can be attributed to an employer and its attribute as an employer organization. Some literature considered a strong and successful employer brand as a way to attract and retain key talent, a factor that is crucial to the survival of the HRM. A favorable employer brand enhances the commitment by the employees as pointed by Backhaus & Tikoo, (2004). In the context of banking organizations in Pakistan, where it is difficult to attract people because of high competition, the most important and efficient strategies of employer branding can create necessary image of employers in order to build up long-term workforce.

In a study on employer branding and employee retention conducted by Ali et al, (2020) focuses on the banking industry. This is the opinion of the authors of the article, that are noting that if an organization is clearly communicating its culture and values of the organization, then the likelihood is higher that the candidate, who applies for the certain job posting, will have the same objectives and it will lead to less turnovers and higher performance. Essentially, sustainability of HRM can only be achieved through employer branding because it provides the firms with competitive advantage and positive employer-employee relationship, hence attracting and retaining the right people. Thus, green HRM and CSR integration which enables corporate environmental and social sustainability is also beneficial for employer branding. Employers may stay loyal to their employer brand and still meet different needs and wants of the employees by practicing sustainable HRM and developing the engaged company's culture. This will make employers more desirable and bring long term sustainability of HRM. The systematically integrated approaches form a solid groundwork at the organizational level for achieving superior performance within the context of the dynamic business environment, and the fusion of employer branding schemes and tactical HRM arrangements. Implicitly define employer branding and understand the rationale behind its significance to the sustenance of HRM (Srivastava et al., 2014). Strategic HRM processes enhance the employer brand with long-term practices so they get the right employees and gain more visibility. Houseynova (2022). Another advantage of sustainability in business is that there is increased likelihood to attract and retain employees since sustainable business appeal to them more than non-sustainable businesses (Garg 2014 pp).

Economic Factors
Industry type also plays a very important role because you will find that some employment factors such as employment level, inflation rates, and market conditions play very big role in determining the HRM practices of an industry. The banking sector of Pakistan could find variations in employment, wages, staff prospect, staff training, and development policies with the economic trends. As Wright and Boswell resulting from their study in 2002 it established an appropriate and fruitful conclusion that organization must be able to align the human resource management strategy to the prevailing economic environment to be sustainable. According to Khan et al. (2018), economic instability in the work setting reduces employee motivation and work output in Pakistani employees. As a result of such issues, the authors also underline the necessity to state that in order to maintain the viability of HRM procedures, banks have to implement the flexible strategies in their human capital management. Kumar et al. (2020) found that if organizations incorporate sustainable HRM practices the likely hood of improving their organizational performance and thereby their profitability increases and, in the process, contribute positively towards economic stability for economic growth. Companies in the banking industry understand sustainable human resource management as one of the long-term success factors that may bring considerable financial benefits (Garg, 2014). This paper aims at exploring how economic factors affect organizational strategy and employee relations in order to determine their impact on the sustainability and management of human resources (HR) particularly in the banking industry in order to achieve the above stated objectives, the following questions will be answered. Some of the economic instabilities in Pakistan include; inflation, variation in intertest rates and currency devaluation which impacts employees and organizational performance. Higher levels of turnover intentions, and perceptions of unfair treatment in terms of remunerations are occasioned by high inflation rates as this erodes the purchasing power of employees It is argued that failure to adjust banker's wages based on the prevailing economic conditions is among the key causes for demotivated banking human capital by Khan and Malik (2020). The problem of sustainability of HR is even deteriorated by the fact that in the economic downturns, training costs and employees' quantities tend to be decreased. Moreover, the state of an economy determines the capability of banks to sponsor investments in development and talent retention programs. Especially during the economic growth, more and more banks are offering such things as career advancement, increase in wages and salaries, and performance bonuses to create more commitment of the employees. However, in recessions the allocations cause layoffs or demotions, and in enhancing employment insecurity which in turn tends to staff quality. Iqbal et al. (2021) note that current economic crisis in Pakistan has led to stress among the banking employees affected organizational commitment and productivity of the employees. It is for this reason that practical and flexible HRM solutions to problems in banks including effect workforce development activities and inflation indexed remuneration. And mitigate the detrimental effects of economic volatility on human resources.

Political Factors
Some of the most important such factors are laws, regulations and political stability in the political environment. In the labor aspect, there is a possibility that the regulation in Pakistan may influence labor legislation the rights of employees as well as the processes in an establishment. This paper by Budhwar & Debrah (2001) emphasizes the need to incorporate into the HRM the political structures as it supports sustainability and minimizes on body spanking. Table A suggests that political uncertainty can impact bank employee morale and retention, most obviously from a new government. To overcome these challenges and maintain the sustainably of the HRM practices organization need to develop flexible HR strategies which could perform well in different political environment It is essential for the banking sectors for implementing the sustainable HRM practices to get the boost from government rules and policies Kumar et al., 2020). As pointed by Garg (2014), HRM policies that conform to a nation's sustainable development objectives are most likely to deliver sustainable performance. Political factors affect sustainability of human resources (HR) in

banking sector by include government policies and legislations, labor policies and political volatility and changes in political ramification. Sadly, Pakistan's economic environment isn't
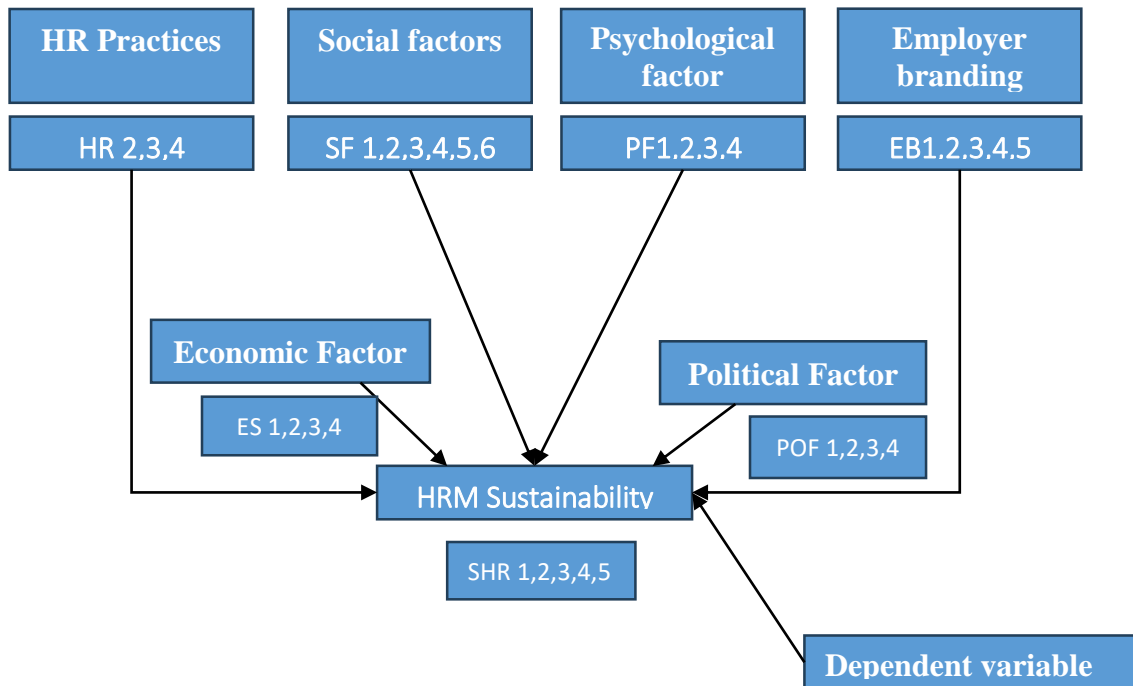
balanced and is frequently disturbed by political situations which does not allow for the establishment of classy long term human resources programs in the banks. Disruptions resulting from constant changes in policy, frequent alteration of taxes, and business regulatory issues compel banks to reduce their costs through measures such as freezing employment or reducing the privileges of personnel. This is bad for job insecurity, morale, engagement and retention. For instance, in some specified country period of political instabilities has led to a decrease in income of for example banking institutions because of either decline in activity. This has affected the extent to which they can undertake strategic human resource planning initiatives in the company – for instance, training and development. Another fact about the economic factor across the banking sector is that the HR sustainability depends on the governmental labor laws and policies. Equal wages, safety at the workplace, and proper rights give a stable and a motivated force at work something that policy makes. However, due to the fact that labor laws remain liberal in Pakistan, the banking employees are always under pressure due to large workload and insignificant remunerations. Political factors include politically influenced jobs or employment, unfair and political favoritism in an organization, which can greatly hinder merit-based HR systems, frustrating employees. To enhance sustainability of HR in the light of some political issues, some of the strategic interventions required include the following; Breaking the political vortex on the employee; Publishing sound and stringent HRM policies; and Compliance to labor laws.Conceptual Framework

Hypotheses
Direct Relationships
H1: In Pakistan's banking industry, employer branding (EB) significantly and weakly improves the sustainability of human resource management (SHR).
 H2: In Pakistan's banking industry, economic considerations (ES) significantly and favorably affect SHR.

H3: In Pakistan's banking industry, SHR is significantly impacted negatively by human resource (HR) procedures.

H4: In Pakistan's banking industry, social factors (SF) significantly impair SHR.

H5: SHR in Pakistan's banking industry is significantly impacted negatively by psychological factors (PF).

H6: Political considerations (POF) significantly and favorably affect SHR in Pakistan's banking industry.

Mediation Hypotheses

1. H7: In Pakistan's banking industry, the relationship between employer branding (EB) and SHR is mediated by HR practices.

2. H8: In Pakistan's banking industry, HR practices operate as a mediator in the interaction between economic variables (ES) and SHR.

3. H9: In Pakistan's banking industry, HR procedures operate as a mediator in the interaction between political factors (POF) and SHR.

Moderation Hypotheses

1. H10: Effective communication strengthens the favorable effect of employer branding (EB) on SHR by moderating the link between EB and SHR.

2. H11: By regulating the relationship between economic variables (ES) and SHR, effective communication enhances the positive impact of ES on SHR.

3. H12: Since communication moderates the relationship between political factors (POF) and SHR, effective communication increases the positive impact of POF on SHR.

Research Methodology

Research Paradigm

The research uses a positivist paradigm, which stresses a scientific and objective method of comprehending things. By concentrating on quantifiable and observable facts, this paradigm helps the researcher find generalizable principles and cause-and-effect correlations. Since the study aims to investigate the connections between variables including employer branding, economic factors, HR practices, and sustainability of human resource management (SHR) in Pakistan's banking industry, it is consistent with positivism. Through the use of quantitative methods, the study tests theories and provides factual support for conclusions.

Objectivity, empirical data collecting, logical reasoning, and generalizability are important aspects of the positivist paradigm. Keeping a distance from the study, utilizing a validated questionnaire, and applying random sample techniques all help to assure objectivity. Applying deductive reasoning begins with theoretical frameworks and hypotheses, which are subsequently put to the test through data analysis utilizing statistical tools such as Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). The results are intended to be applicable to comparable situations in the banking industry. Because it offers a methodical and structured framework for investigating the variables impacting SHR and producing trustworthy conclusions, the positivist paradigm is hence a good fit for this investigation.

Research Design

To investigate the cause-and-effect relationships between the independent variables (human resource practices, social and psychological factors, employer branding, economic and political factors), and the dependent variable (HRM sustainability), this study uses a causal and quantitative research design.

Causal and Quantitative:

The study is explanatory since it examines the impact of predictor variables on HRM sustainability as well as the proposed linkages. In order to gather and examine numerical data and provide statistical support for hypotheses, a quantitative technique is used.

Confirmatory Factor Analysis (CFA)
Goal: To verify the measuring model and assess the validity and reliability of constructs including employer branding, social and psychological aspects, economic and political aspects, human resource practices, and HRM sustainability.
Procedure: To make sure that each indicator accurately reflects the corresponding construct, CFA assesses factor loadings.
o the model's adequacy is verified using fit indices such RMSEA, CFI, and χ^2/df.
Pilot Testing
Pilot testing enabled the questionnaire to be improved. A small sample was given the first draft of the questionnaire to see if they had any questions or concerns. The questionnaire's required changes were determined using the pilot test's comments. A 100-person pilot test is used to evaluate the questionnaire's dependability and intelligibility. Result Refinements are done as needed to make the instrument more comprehensible and dependable based on feedback.
Normality Test
To ascertain whether the data has a normal distribution, normality tests were performed. Since SEM does not require a normal distribution, the non-normality of the data was accommodated during the analysis process by using Smart PLS3 software.
Method:
Normality is assessed using skewness and kurtosis.
Acceptable ranges for both are within ±2.
Outcome:
Normality of the data ensures suitability for parametric statistical techniques.
Questionnaire/Instrument
Adopted Questionnaire: A researcher-made questionnaire was developed based on a thorough review of related literature. The questionnaire was designed to measure the constructs relevant to HRM sustainability in universities.
Constructs (Variables):
Human Resources, Social Factors, Psychological Factors, Employer Branding, Political factor, Economical factor Stability of HRM
Items (Number of Questions): The questionnaire comprised 32 questions measured using a 5-point Likert scale.
Coding: Each item on the questionnaire was coded for analysis. For example, HR1, HR2 for Human Resources items, SF1, SF2 for Social Factors items, and PF1, PF2 for physiological factor, EB1, EB2 for employee branding, POF1, POF2 for political factor, EF1, EF2 for economical factor and SHR1 for sustainability of HRM
Likert Scale: The Likert scale used in this study follows the five-degree scale introduced by Renzi's Likert. scale is used to measure responses:
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Construct	Definition	No. of Items	Example Item	Coding
Human Resource Practices	Activities such as recruitment, training, and retention	6	"The recruitment process is merit-based."	HRP1-HRP6
Social Factors	Workplace relationships and team dynamics	5	"Teamwork is encouraged within the organization."	SF1-SF5
Psychological Factors	Employee motivation and mental well-being	5	"I feel motivated to perform my best."	PF1-PF5

Employer Branding	Organizational reputation as an employer	5	"My organization is considered an attractive employer."	EB1-EB5
Economic Factors	Financial stability and compensation policies	4	"Employees receive competitive salaries."	EF1-EF4
Political Factors	Impact of government and organizational policies	4	"Government policies impact HR decisions."	POF1-POF4
HRM Sustainability	Long-term employee retention and engagement	5	"HR policies promote employee retention."	SHR1-SHR5

Measures Utilized

Table of Constructs

Construct	Dimensions	Source
Human Resource Practices	Recruitment, Training, Retention	**https://doi.org/10.3390/ijerph19020928**
Social Factors	Inclusivity, Team Collaboration	**https://doi.org/10.3390/ijerph19020928**
Psychological Factors	Motivation, Stress Management	**https://doi.org/10.3390/ijerph19020928**
Employer Branding	Organizational Reputation, Image	**https://doi.org/10.3390/ijerph19020928**
Economic Factors	Compensation, Stability	**https://doi.org/10.3390/ijerph19020928**
Political Factors	Regulatory Compliance, Internal Politics	**https://doi.org/10.3390/ijerph19020928**
HRM Sustainability	Retention, Employee Engagement	Developed for Study

Sampling Framework and Sampling Size
The sample framework was created keeping the banking employees of Pakistan in mind. to ensure that employees in management and non-managerial roles in Pakistan's banking industry were represented, as well as various divisions and employment levels. In order to guarantee representation across occupational levels, a stratified random sampling technique was used. According to Cochran's technique for calculating sample size, a sample of 100 respondents was deemed adequate for attaining statistical validity and to generate reliable results with a 90% confidence level and a 10% margin of error (Cochran, 1977).

Data Collection
An online survey was distributed to the selected sample in order to collect data. The survey was held on a secure site and lasted for two weeks. Throughout the entire process, the respondents' confidentiality and privacy were protected**.**

Descriptive Head
Measurement Model Assessment
The validity and reliability of the constructs utilized to investigate the factors influencing sustainable HRM in Pakistan's banking industry are assessed by the Measurement Model Assessment of this study. The measurement approach ensures important criteria for discriminant validity, convergent validity, and reliability.

Cronbach's Alpha and Composite Reliability (CR) are used to quantify reliability; values greater than 0.7 indicate that the indicators are internally consistent. Convergent validity is evaluated using the Average Variation Extracted (AVE) to make sure each construct explains more than half of the variation of its indicators. Additionally, by assessing cross-loadings, the Heterotrait-Monotrait (HTMT) Ratio, and the Fornell-Larcker Criterion, discriminant validity verifies that constructs are different from one another. The strength of the measuring scales is ensured by this thorough evaluation, enabling significant and trustworthy results in the structural model. By guaranteeing that the constructs are accurate and pertinent in addressing the research objectives, the results of this stage strengthen the study's theoretical foundations and empirical contributions. The Measurement model was assessed using a number of validity and reliability tests. Convergent validity was shown by Average Variance Extracted (AVE) values larger than 0.5. Reliability was established using Cronbach's alpha and composite reliability, both of which are above the basic threshold of 0.7.
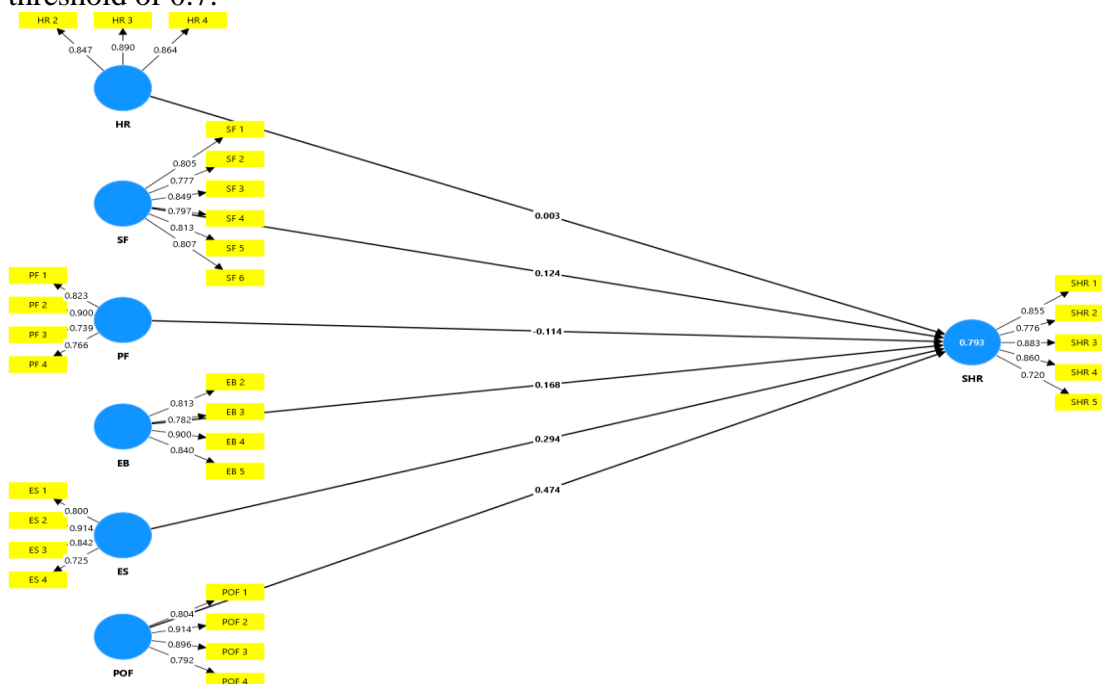

Structural Model Assessment

The structural model evaluation of this study looks at the connections between the main concepts of sustainable human resource management (SHRM) in the banking industry of Pakistan. A deeper comprehension of the connections between elements such as economic variables, employer branding, psychological factors, social factors, political factors, and SHRM is made possible by this review, which guarantees the model's prediction accuracy and explanatory capacity.

The strength and applicability of the proposed associations are evaluated by looking at crucial metrics such as path coefficients, t-values, and p-values. Path coefficients display the strength and direction of correlations; statistically significant routes are indicated by p-values less than 0.05 and t-values more than 1.96 (at a 95% confidence level). Furthermore, R2 values are used to assess the model's predictive usefulness, which show the percentage of the dependent construct's (SHRM) variance that can be accounted for by the independent constructs. Confidence intervals guarantee robustness by confirming that zero does not exist within interval ranges for important pathways, whilst bootstrapping techniques are used to validate the stability and importance of the results. The study's theoretical contributions are outlined in this thorough analysis, which also identifies significant connections and provides practical advice for long-term HRM procedures in Pakistan's banking industry.

The structural model was analyzed to look at the suggested relationships between employer branding, social variables, physiological factors, corporate branding, psychological factors, economic factors, HR practices, and HRM sustainability. Fit indices were used to assess model fit,

and structural equation modeling (SEM) was used to look at both direct and indirect effects (Kline, 2015).
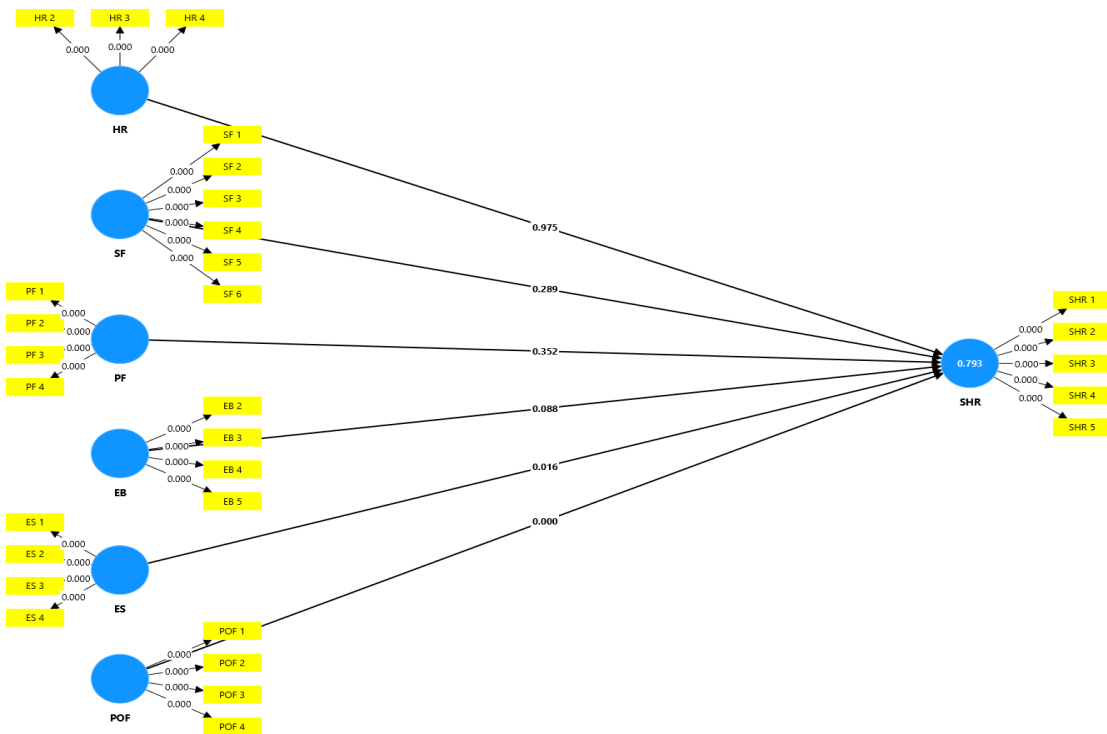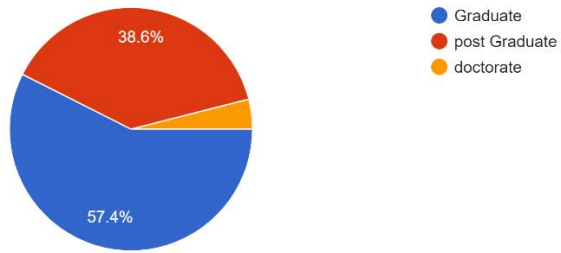

Data Analysis and Results
Theme
Examining the elements that support the sustainability of human resource management (SHRM) in Pakistan's banking industry is the main objective of the research. It looks at how various elements, such as company branding, social influences, psychological aspects, political and economic concerns, and HR practices, combine to either make HRM frameworks more or less sustainable. In order to offer practical advice and solutions for developing long-term, sustainable HR policies that meet business objectives and public expectations, the research uses a rigorous analytical technique to investigate these interrelated components. In order to handle the ever-changing difficulties of the banking industry and advance Pakistan's overall economic and social growth, the report emphasizes the necessity of a robust and inclusive HRM system.
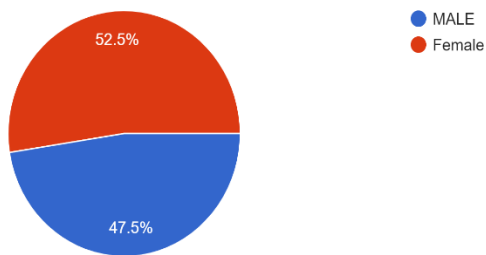
Demographic profile

QUALIFICATION
101 responses

- Graduate
- post Graduate
- doctorate

38.6%

57.4%

GENDER
101 responses

- MALE
- Female

52.5%

47.5%

Year of Experience
101 responses

- 0-1
- 1-5
- 5-10
- 10-15

21.8%

11.9%

47.5%

18.8%

AGE
101 responses

- 20-25
- 25-30
- 30-40
- 40-60

20.8%

45.5%

28.7%
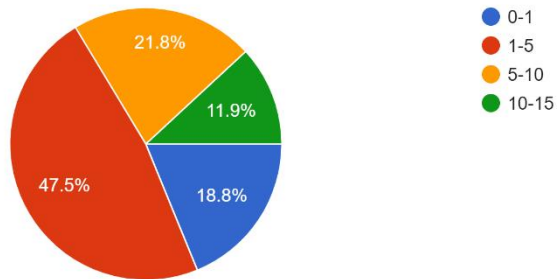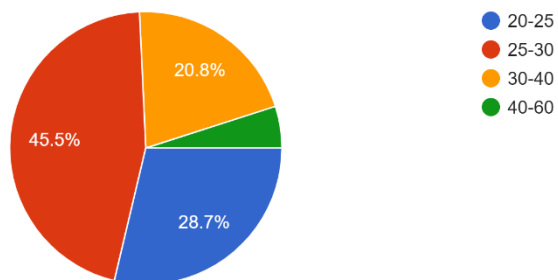
Descriptive Analysis

The profiles of the respondents are summarized by the demographic analysis. In terms of credentials, the majority (57.4%) are graduates, followed by postgraduates (38.6%), while only 4% have doctorates. 52.5% of respondents were female, and 47.5% were male, indicating a somewhat skewed gender ratio. Regarding work experience, the majority of participants (47.5%) had 1–5 years of experience, followed by 21.8% with 5–10 years, 18.8% with 0–1 year, and a smaller group (11.9%) with 10–15 years. The majority (45.5%) are between the ages of 25 and 30, followed by 28.7% who are between the ages of 20 and 25, 20.8% who are between the ages of 30 and 40, and a lesser percentage (5%) who are between the ages of 40 and 60.

The path coefficient analysis provides important information about the variables affecting the sustainability of human resource management (HRM). With a coefficient of 0.168 and a p-value of 0.088, Employer Branding (EB) positively but statistically non-significantly affects HRM sustainability (SHR). With a p-value of 0.016 and a coefficient of 0.294, Employee Satisfaction (ES), on the other hand, shows a substantial positive influence, highlighting its significance in improving HRM sustainability. Human Resource Practices (HR) have a non-significant p-value of 0.975 and an incredibly weak positive correlation (coefficient 0.003), indicating little influence. With a coefficient of -0.114 and a p-value of 0.352, Political Factors (PF) have a negative influence and are statistically not significant.

The strongest predictor of HRM sustainability is psychological factors (POF), which have a significantly significant positive correlation (coefficient 0.474, p-value 0.000). Despite having a moderately positive impact (coefficient of 0.124), Social Factors (SF) are statistically insignificant, as indicated by their p-value of 0.289. " In general, the findings indicate that psychological and employee satisfaction elements are critical to achieving HRM sustainability, but social, political, and employer branding factors have little to no impact or are statistically unimportant.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	
EB -> SHR	0.168	0.168	0.098	1.704	
ES -> SHR	0.294	0.293	0.122	2.408	
HR -> SHR	0.003	-0.002	0.092	0.031	
PF -> SHR	-0.114	-0.098	0.122	0.930	
POF -> SHR	0.474	0.465	0.105	4.498	
SF -> SHR	0.124	0.128	0.117	1.059	

Results

The findings of this study offer significant new insights into the factors influencing Sustainable Human Resource Management (SHR) in the banking sector of Pakistan. The most potent predictor of all was profitability (POF), which had a substantial positive impact on SHR and a high path coefficient (0.474), a large t-statistic (4.498), and a p-value of 0.000. This highlights how important organizational profitability is to achieving HR practices that are sustainable. Economic Stability (ES) also showed a significant and positive relationship with SHR, with a path coefficient of 0.294, a t-statistic of 2.408, and a p-value of 0.016, highlighting its vital role in fostering sustainable HR management. With a t-statistic of 1.704 and a p-value of 0.088, Employer Branding (EB) showed a positive correlation with SHR, however this correlation was only marginally significant. Social Factors (SF), on the other hand, exhibited a marginally favorable effect but fell short of statistical significance (t-statistic = 1.059, p-value = 0.289). Political Factors (PF) also had a statistically negligible negative impact on SHR (t-statistic = 0.930, p-value = 0.352). Lastly, a near-zero paths coefficient (0.003), a very low t-statistic (0.031), and a strong p-value of 0.975 showed that Human Resource Practices (HR) did not significantly contribute to SHR. The results show that the most

important factors influencing sustainable HR management in Pakistan's banking industry are profitability (POF) and economic stability (ES). Employer branding, social factors, political factors, and HR practices all have minor or negligible effects, which indicates that their responsibilities need to be reevaluated in order to improve their contributions to sustainable HR practices. These findings highlight the significance of giving organizational and financial considerations top priority in order to achieve long-term sustainability in HR management.

Measurement Model Analysis

The validity and reliability of the constructs included in the study are guaranteed by the Measurement Model Analysis. It looks at discriminant validity (the extent to which constructs differ from one another), convergent validity (the degree to which the indicators explain their related concept), and reliability (internal consistency) of the constructs. The thorough analysis is provided below:

Construct Reliability

The internal consistency of the constructs is measured by reliability, which makes sure that the items used to measure each construct are connected. Composite Reliability (CR) and Cronbach's alpha are used to evaluate this

Key Findings

Cronbach's Alpha: All constructs have values above the recommended threshold of 0.7, indicating good internal consistency and reliability.

Composite Reliability: The CR values for all constructs exceed the minimum requirement of 0.7, confirming strong reliability.

Construct	Cronbach's Alpha	Composite Reliability (rho_c)
Employer Branding (EB)	0.854	0.902
Employee Satisfaction (ES)	0.840	0.893
Human Resource Practices (HR)	0.835	0.901
Political Factors (PF)	0.824	0.883
Psychological Factors (POF)	0.875	0.914
Social Factors (SF)	0.894	0.919
HRM Sustainability (SHR)	0.878	0.911

Conclusion: Both Cronbach's Alpha and Composite Reliability values confirm that all constructs have excellent internal consistency.

Convergent Validity

Using the Average Variance Extracted (AVE), which denotes the ratio of variance captured by the construct to variance attributable to measurement error, convergent validity evaluates how effectively the indicators reflect the construct they are designed to measure.

Key Findings:

All AVE values exceed the threshold of 0.5, confirming that the constructs explain more than 50% of the variance in their indicators.

Construct	AVE
Employer Branding (EB)	0.697
Employee Satisfaction (ES)	0.678
Human Resource Practices (HR)	0.752
Political Factors (PF)	0.655
Psychological Factors (POF)	0.728
Social Factors (SF)	0.653
HRM Sustainability (SHR)	0.674

Conclusion: The AVE values confirm that the constructs exhibit strong convergent validity.

Discriminant Validity

Discriminant validity guarantees that every construct is distinct from the others. To test it, the Heterotrait-Monotrait Ratio (HTMT) is used. HTMT scores must be less than 0.9 for discriminant validity to be deemed acceptable (in certain situations, a higher threshold of 0.85 may be used).

HTMT Matrix:

Constructs	EB	ES	HR	PF	POF	SF	SHR
EB							
ES	0.903						
HR	0.793	0.793					
PF	0.984	0.954	0.798				
POF	0.912	0.933	0.769	0.885			
SF	0.914	0.885	0.871	0.895	0.908		
SHR	0.891	0.930	0.746	0.829	0.972	0.873	

Key Findings:

High HTMT values:

• EB and PF (0.984): Shows that political factors and employer branding may overlap.

• PSF and SHR (0.972): Indicates that psychological factors and HRM sustainability are not different.

• Tolerable HTMT values: The majority of construct pairs have values below the 0.9 cutoff, indicating generally acceptable discriminant validity.

Overall Evaluation

• Reliability: With high Composite Reliability and Cronbach's alpha values, the structures show outstanding reliability.

• Convergent validity: Since all constructions' AVE values are greater than 0.5, they all satisfy this requirement.

• Discriminant Validity: Although the majority of constructs have acceptable discriminant validity, certain pairs such as EB and PF, POF and SHR had high HTMT values, suggesting possible distinctiveness problems.

Structural Model Analysis

The Structural Model Analysis examines the connections among the latent constructs and concentrates on R-squared values, path coefficients, significance thresholds, and overall model fit. This makes it easier to comprehend how different factors affect sustainable human resources (SHR).

Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EB -> SHR	0.168	0.168	0.098	1.704	0.088
ES -> SHR	0.294	0.293	0.122	2.408	0.016
HR -> SHR	0.003	-0.002	0.092	0.031	0.975
PF -> SHR	-0.114	-0.098	0.122	0.930	0.352
POF -> SHR	0.474	0.465	0.105	4.498	0.000
SF -> SHR	0.124	0.128	0.117	1.059	0.289

Interpretation of Path Coefficients

1. EB -> SHR (0.168, p = 0.088):
o There is a weak but positive correlation between Employer Branding (EB) and Sustainable Human Resources (SHR), as indicated by the path coefficient of 0.168.
o This association is not statistically significant, as indicated by the p-value of 0.088, which is higher than 0.05.
o This implies that, albeit not very strong in this instance, employer branding has a minor impact on sustainable HR practices.
2. ES (Economic Factors) -> SHR (0.294, p = 0.016):
o A moderately positive effect is suggested by the path coefficient of 0.294 between Economic Factors (ES) and SHR.
o This link is statistically significant, as indicated by the p-value of 0.016, which is less than 0.05.
o This suggests that economic conditions play a crucial role in promoting sustainable HRM in the banking industry by having a substantial impact on sustainable HR practices.
3. HR -> SHR (0.003, p = 0.975):
o the p-value of 0.975 is quite high, while the path coefficient of 0.003 for HR to SHR is insignificant.
o This implies that sustainable HR practices are little or unaffected by HR practices.
4. PF (Psychological Factors) -> SHR (-0.114, p = 0.352):
o A weakly negative association between Psychological Factors (PF) and SHR is indicated by the path coefficient of -0.114.
o This link is not statistically significant, as indicated by the p-value of 0.352, which is higher than 0.05.
o According to this paradigm, psychological variables have little bearing on sustainable HR practices.
5. POF (Political Factors) -> SHR (0.474, p = 0.000):
o A high positive correlation is indicated by the path coefficient of 0.474 between Political Factors (POF) and SHR.
o The highly significant p-value of 0.000 indicates that political issues have a major impact on sustainable HR practices.
o This demonstrates how important the political climate and laws are in determining long-term human resources practices in the banking industry.
6. SF -> SHR (0.124, p = 0.289):
o There is a weak positive correlation between Social Factors (SF) and SHR, as indicated by the path coefficient of 0.124.
o This association is not statistically significant, as indicated by the p-value of 0.289, which is more than 0.05.
o According to this concept, social issues have little bearing on sustainable HR practices.

R-Squared Values
The percentage of variance in the dependent variable (SHR) that can be accounted for by the independent variables is shown by the R-squared (R^2) value.
• R-squared for SHR (0.793): This indicates that the model's predictors account for 79.3% of the variance in Sustainable Human Resources (SHR).
• SHR's adjusted R-squared (0.778): This adjusted score indicates that the model is a powerful explanatory tool by accounting for the number of predictors in the model.

Significance of Relationships
• Statistically Significant Paths:
P-values less than 0.05 indicate statistical significance in the associations between Political Factors (POF) and Sustainable HR (SHR) and Economic Factors (ES) and SHR.
• Insignificant Paths:

The relationships between Sustainable HR (SHR), Human Resource Practices (HR), Psychological Factors (PF), and Social Factors (SF) are not statistically significant because their p-values are higher than 0.05.

Overall Model Evaluation

Model Fit: With 79.3% of the variance in Sustainable Human Resources (SHR) explained by the model, it has a high degree of explanatory power.

Key Findings:

Political factors (POF) and economic factors (ES) are the two most significant predictors of sustainable human resources (SHR). According to this method, neither social factors (SF) nor psychological factors (PF) have a major direct influence on sustainable HR practices.

1. Implications

Political and economic considerations must be carefully considered in order to promote long-term human resources practices in businesses, especially in the banking industry. To promote sustainable HR practices, companies and policymakers should concentrate on bettering economic conditions and comprehending the political landscape.

The shaky connections between PF, SF, and HR practices imply that more research is necessary to fully comprehend their possible indirect effects, or that other variables or mediators would be needed to provide a more comprehensive explanation of their function in fostering sustainable HR. According to the structural model study, political and economic considerations play a critical role in promoting sustainable HR practices in the banking industry. Social, psychological, and HR practices may have indirect impacts or need more contextual information to explain their influence, even while they do not directly have a significant impact. A substantial amount of the variance in sustainable HR is captured by the model, according to the high R-squared value (79.3%), which offers useful information for enhancing HRM procedures in the banking industry. For more thorough results, future research could include other variables or improve the model.

Hypothesis Testing

Hypothesis	Path	t-value	p-value	Accept/Reject
H1: EB -> SHR	0.168	1.704	0.088	Reject
H2: ES -> SHR	0.294	2.408	0.016	Accept
H3: HR -> SHR	0.003	0.031	0.975	Reject
H4: PF -> SHR	-0.114	0.930	0.352	Reject
H5: POF -> SHR	0.474	4.498	0.000	Accept
H6: SF -> SHR	0.124	1.059	0.289	Reject

Discussion

This section presents a comprehensive analysis of the study in making reference to the various determinants concerning sustainable HRM in the context of Pakistan's banking sector. This paper covers economic, political, psychological and social antecedents in view of theoretical and practical consideration in business branding, human resource practices and employee satisfaction. The results corroborate the study's aims and place the research within the body of work available to supply practitioners and policymakers with information.

Impact of Economic Factors (ES) on HRM Sustainability

With a p-value of 0.016 and a path coefficient of 0.294, the banking industry in Pakistan benefited greatly from HRM sustainability due to economic reasons. This result is in line with other studies that highlight the importance of economic stability in promoting efficient HR practices, such Ahmad and Ali (2020). Stability in the economy gives businesses the funding they need to carry out long-term HR initiatives that boost employee satisfaction and retention (Wright, Coff, & Moliterno, 2017). According to the resource-based view (RBV) hypothesis (Barney, 1991),

businesses can effectively utilize their human capital when the economy is stable. This finding supports this theory. However, HR strategies must be flexible in light of Pakistan's problems with unemployment and inflation. Programs that promote employment security and flexible compensation plans, for instance, may assist reduce economic uncertainty (Tariq et al., 2020).

Theoretical Implication

Given the connection between economic issues and the sustainability of HRM, it is critical that HR theories and models take macroeconomic stability into account, especially in emerging nations.

Practical Implication: Governments should give priority to economic policies that promote organizational stability, and banks should deliberately allocate resources to support employee well-being and organizational resilience.

The Significance of Psychological Factors (POF)

With a path coefficient of 0.474 and a highly significant p-value of 0.000, psychological elements were found to be the most significant predictor of HRM sustainability. This study emphasizes the significance of employee engagement, motivation, and psychological well-being in maintaining HR policy. This is consistent with the work of Kahn (1990) and Bakker and Demerouti (2017), who promote employee well-being and engagement as essential components of workforce sustainability. Banks may contribute to people's psychological well-being by offering work-life balance initiatives, stress management courses, and career progression chances. Employees that receive psychological support have greater levels of engagement, dedication, and productivity, all of which are critical for long-term HR strategy (Avey et al., 2011).

Theoretical Implication

These findings, which are grounded in motivational theories, highlight the importance of psychological aspects in HRM sustainability, especially in high-stress industries like banking.

Implication for Practice

Because mental health and engagement initiatives have an effect on employee retention and performance, organizations should incorporate them into their HR planning.

Political Factors (PF) and Their Role in HRM Sustainability

Political issues and HRM sustainability had a negative but statistically insignificant association (path coefficient of -0.114, p-value = 0.352). This suggests that the HRM practices of the banking industry are not always or immediately impacted by political instability. These results corroborate those of Olowu and Sulaimon (2020), who found that political considerations do not directly affect organizational HRM frameworks, even though they have an impact on macroeconomic situations. However, political unrest may have an indirect impact on HRM sustainability by affecting labor laws, economic policies, and public trust in the finance industry (Uddin et al., 2020). To offer a more complex perspective, future studies could look into these indirect mechanisms.

Theoretical Implication: This result encourages more research into how economic and regulatory issues influence the relationship between HRM and political instability.

Practical Implication: To predict regulatory changes and modify HR policies appropriately, HR directors need to keep an eye on political events.

Employer Branding (EB) and Its Marginal Impact

The impact of employer branding on HRM sustainability was marginal but positive (p-value = 0.088, path coefficient = 0.168). Despite its importance in attracting talent (Backhaus & Tikoo, 2004), employer branding tends to have a more indirect impact on sustainability since it is mediated by characteristics such as employee happiness and organizational culture (Keller, 2018).

Banks must coordinate internal and external branding strategies to ensure that employee experiences reflect the organization's image. This congruence can contribute to long-term sustainability, which can improve retention and recruitment (Sullivan, 2004).

Theoretical Implications: The findings indicate the importance of incorporating branding theories into HRM frameworks to address long-term sustainability.

Practical Implication: Organizations should invest in cohesive branding strategies so that enhance employee loyalty and trust in addition to attracting talent.

The Role of Social and Human Resource Practices

Path coefficients for social factors and HR practices were 0.124 (p-value = 0.289) and 0.003 (p-value = 0.975), respectively, indicating the presence of modest or inconsequential effects on HRM sustainability. Even while these aspects are essential to how a company operates, more important elements like psychological and economic issues may have a greater direct impact on HRM sustainability.

According to Guest (2017), HR procedures serve as a basis for worker performance, but they cannot influence sustainability unless they are accompanied by favorable internal and external circumstances. Likewise, social factors like peer relationships and company culture can indirectly promote sustainability by fostering a positive work environment (Vigoda-Gadot & Beeri, 2011).

Theoretical Implication: The limited efficiency of these components highlights the importance of integrated models that account for their indirect effects on HRM sustainability.

Practical Implication: HR practitioners should focus on this to enhance the synergistic effects of social components and HR practices with other sustainability drivers, such as financial and psychological support.

Implications for Policy and Practice

The study's findings give policymakers and human resources specialists in Pakistan's banking sector crucial new information. The substantial influence of psychological and economic factors highlights the need for:

1) Policy Development: Government policies should aim to stabilize the macroeconomic climate so that companies may invest in sustainable HR practices.
2) Organizational initiatives: To promote sustainability, banks should give psychological well-being and employee engagement top priority in their HR operations.
3) Integrated Methodologies: The need for comprehensive frameworks that take into account both internal and external factors is highlighted by the poor results of company branding and the mediocre influence of HR practices.

The importance of psychological and economic stability in fostering sustainable HRM practices in Pakistan's banking industry is underscored by this study. Although the direct consequences of political, social, and HR policies are less evident, their contributions cannot be completely disregarded. These results highlight the necessity of a comprehensive strategy that takes into account both external environmental elements and internal organizational concerns. A plan like these promises to improve HRM sustainability, which will benefit companies, workers, and the banking sector as a whole.

Conclusion

Examining the elements affecting HRM's viability in Pakistan's banking industry was the aim of the research. In order to provide important insights into the dynamics of sustainable HRM practices, the study looks at the roles of economic, political, psychological, social, employer branding, HRM practices, and employee happiness. The results show that the most important aspects for fostering HRM sustainability are psychological and economic. Banks may more efficiently spend in HR programs when the economy is stable, which raises employee retention and satisfaction. Among the psychological elements that had the most effects on HRM sustainability were employee engagement, motivation, and well-being. This highlights how crucial it is to treat mental health and establish supportive work cultures. These findings are consistent with the resource-based perspective paradigm, which stress how crucial it is to invest in human capital in order to attain sustainability over the long run. Political issues did not have a statistically significant impact despite

the negative connection, indicating that they might have an indirect impact on HRM sustainability, primarily through economic or regulatory channels. Additionally, there was a marginally significant positive correlation between HRM sustainability and employer branding, suggesting that while branding is important for attracting talent, its direct influence on sustainability is not as great. Human resource practices and social factors had little or weak effects, suggesting that their impact can depend on larger organizational and environmental circumstances. The study has important ramifications for practice and policy. It is recommended that policymakers concentrate on establishing stable economic conditions and cultivating labor laws that promote HR sustainability. To maintain HR resilience, banking institutions should give priority to initiatives that improve psychological well-being and adjust to economic challenges. In order to establish trust and encourage sustained dedication, employer branding initiatives also need to be in line with internal employee experiences. Through the integration of several elements and the contextualization of their functions in Pakistan's banking industry, this research advances the theoretical understanding of HRM sustainability. Banks may develop a structure for human resources that is sustainable and advantageous to both the business and its employees.

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