



# Human Resource Management and Sustainable Competitive Advantage: A Resource-Based Probability

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**Abstract:** *This study presents a systematic review of micro-level “Human Resource management and Sustainable Competitive Advantage” (HRM), research highlighting its major themes and the evolution and tendencies observed in this field. It contributes to the development of this relatively new topic, offering a critical evaluation and identifying the highest impact research strands. HRM is the greatest assets of any organisation. Given the opportunities and by providing the right type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. For this purpose a congenial HRM and Sustained Competition is extremely important. Thus, an optimal level of HRM Climate is essential for facilitating HRM. The study is aimed at assessing the extent of Developmental competitive prevailing in manufacturing and software organizations in India and also analysis. A sustained HRM means revising the role of human resources and transforming the way HR performs its responsibilities. The paper focuses on the role of human resource management in achieving sustainable development. the issue of any firm sustainability has been addressed by various business organizations in diverse ways. Striving towards three goals- environment protection, economic development and social well-being – simultaneously, ensures sustainability in organizations. That is A Resource-Based Probability.*

**Keywords:** *Human Resource Management, Sustained competitive, HRM Development, HRM Climate.*

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## 1. Introduction

We describe the interplay between the resource-based view (RBV) and strategic human resources (HR)/human capital (HC) literatures in select areas of particular interest. In each area, we aim to highlight key issues, review relevant evidence where available, and identify future research needs. We begin by reviewing research on HR-related firm heterogeneity. We then discuss best practices in HR, including evidence of the large apparent value they create. We also consider different views on the value and ease of imitation of best practices, including implementation challenges. Next, we briefly address the key roles of micro foundations and complementarily in helping understand the potential for value creation and value capture through the use of best practices. We then ask whether the use of best

practices in the pursuit of competitive parity might warrant greater attention as this may be where the largest potential gains can be made. Finally, we consider a number of developments in the strategic HC literature, especially those related to firm-specific human capital (FSHC). We raise questions with views on issues such as the consequences of FSHC for workers; the definition and measurement of FSHC; whether worker immobility, a key to value capture, is good from a social return (or even a firm) return perspective; and the relative emphasis on value capture and value creation.[1].



### 1.1 Managing diversity through human resource management

Although researchers have examined several aspects of diversity, no comprehensive model exists. In this paper, we review the literature on diversity practices in the area of human resource management (HRM). We also develop a conceptual framework, which will help organizations develop HRM strategies and policies to manage diversity effectively. Our framework will also help researchers identify key areas for future research and guide practitioners to formulate and implement diversity appropriately. Empirical evidence shows that firms that have effective diversity management stand to benefit through bottom line returns. Information sharing and constructive task-based conflict management are the keys to the 'value in diversity' argument. Managing diversity is premised on recognition of diversity and differences as positive attributes of an organization, rather than as problems to be solved.[2] The key to diversity management hinges on strategic thinking and people-centred policies. While diversity management is an approach that revolves around employees, the HRM function is the custodian of the people management processes. These functions have considerable overlap. First, both HRM and diversity management are mainly concerned with the contribution of the human resource function to business strategy. Second, both HRM (especially soft HRM) and diversity management are concerned with individual differences, the development and well being of each and every individual [3] Past studies concluded that using the HRM toolkits addressing inequality in recruitment, appraisal, advancement and reward can enhance equal employment opportunity, improve inclusiveness and enhance creativity in a diverse workforce [4].

The Ford Foundation study of nonprofit boards shows a cascading effect from hiring practices. These diverse board members made subsequent recruitment easier through their access to networks and talent pools. HRM diversity practices only as compliance with AA and EEO and neglected the practices appreciating and making use of diversity. Surprisingly, there is no evidence showing such a situation has changed drastically over the past decade. Researchers have not investigated how diversity has been managed in the HRM area and what HRM approaches are appropriate to manage diversity effectively. We argue that the reason for this absence is actually a lack of effective HR diversity management practices in organizations. In order to provide theoretical support to our argument, we conducted a critical review of the existing literature on diversity management through HRM. [5].

### 1.2 HRM Climate

HRM in the organizational context is a process by which the employees of an organization are helped in a continuous, planned way to develop an organizational culture in which supervisor subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well-being, motivation and pride of employees ([6]. The basic assumption of HRM is that people are most important and valuable resources and they need to be developed in terms of their knowledge, skill and attitude for achieving their personal as well as organizational goals. It further assumes that only dynamic people can build dynamic organizations, only competent and motivated people can make an organization achieve its goals. Hence, HRM is defined as "the development of people by providing them the required environment where, they may grow to realize fullest potential". Climate can be defined as the perceived attributes of an organization and its subsystems, as reflected in the way an organization deals with its members, groups and issues [7]. Organizational climate has been defined as a set of shared perceptions regarding the policies, practices, and procedures that an organization rewards, supports, and expects proposed six dimensions of organizational climate: leadership, motivation, communication, decisions, goals and control. conformity, responsibility, standards, rewards, organizational clarity, warmth and support, and leadership as seven dimensions of organizational climate. Climate, thus captures the meaning employees ascribed to the overall pattern of organizational activities. In view of the important role of HRM in enhancing the effectiveness of HPWS, we propose a climate for HRM. We define HRM climate as assumptions, values, and beliefs carried by the organizational participants about a work environment conducive for development of human resources. Experimentation is using and encouraging innovative approaches to solve problem. The positive HRM climate renders the existing systems more effective and makes the organizations more receptive to the introduction of relevant additional system [8].

## 2. Literature Review

**Patrick M. et al. (1993)** This paper integrates the theories and findings of micro-level organizational behavior/human resource management research with the macro-level resource-based view of the firm, specifically presenting a firm's human resources as an important potential source of sustained competitive advantage. Unlike practice-oriented discussions that assume the role of human resources as a source of sustained competitive advantage, we use the



theoretical concepts from the resource-based view of the firm to discuss how human resources meet the criteria for sustained competitive advantage in that they are valuable, rare, inimitable, and non substitutable. The implications for developing human resources as a source of sustained competitive advantage are discussed, particularly examining the role of HR practices and managers in this process.[9]

**Oualid ABIDI, et al., (2017)** The purpose of this paper is to analyze the Diversity Management implementation in Kuwaiti context and try to reveal its effects on human resource management practices. Data was collected through questionnaires from a variety of companies in the service sector in Kuwait. Convenient sampling method is applied. Among the questionnaires distributed 354 useful ones from 87 different companies were considered. An exploratory factor analysis (EFA) with varimax rotation is used to determine the underlying dimensions of HRM and DM. Furthermore, a regression analysis is used to measure the effects of diversity management on HRM. The major findings of this study are as follows: first, there is a positive significant relationship between Diversity Management policies and Human Resources Management practices. The “ability to manage people from different backgrounds” have the most significant effect on HRM practices, followed by “Ability to work in harmony with people from different cultures” component, then “Avoidance of discrimination” component.[10]

**Barry Gerhart and Jie Feng, (2021)** We describe the interplay between the resource-based view (RBV) and strategic human resources (HR)/human capital (HC) literatures in select areas of particular interest. In each area, we aim to highlight key issues, review relevant evidence where available, and identify future research needs. We begin by reviewing research on HR-related firm heterogeneity. We then discuss best practices in HR, including evidence of the large apparent value they create. We also consider different views on the value and ease of imitation of best practices, including implementation challenges. Next, we briefly address the key roles of micro foundations and complementarity in helping understand the potential for value creation and value capture through the use of best practices. We then ask whether the use of best practices in the pursuit of competitive parity might warrant greater attention as this may be where the largest potential gains can be made. Finally, we consider a number of developments in the strategic HC literature, especially those related to firm-specific human capital (FSHC). We raise questions with views on issues such as the consequences of FSHC for workers; the definition and measurement of

FSHC; whether worker immobility, a key to value capture, is good from a social return (or even a firm) return perspective; and the relative emphasis on value capture and value creation.[11]

**Jie Shen, et al., (2009)**, This paper critically reviews the literature on managing diversity through human resource management (HRM). We discuss the major issues and objectives of managing diversity and examine the state of human resource diversity management practices in organizations. Our review shows that inequality and discrimination still widely exist and HRM has focused mainly on compliance with equal employment opportunity (EEO) and affirmative action (AA) legislation. Less attention has been paid to valuing, developing and making use of diversity. Our review reveals limited literature examining how diversity is managed in organizations through effective human resource management. We develop a framework that presents strategies for HR diversity management at the strategic, tactical and operational levels. Our review also discusses the implications for practice and further research.[12]

**Ashutosh Muduli, (2016)** This paper aims to study the relationship between high performance work system (HPWS) and organizational performance and to examine the role of HRD Climate in mediating the relationship between HPWS and the organizational performance in the context of the power sector of India. The empirical research paper has been conceptualized on the basis of extensive literature survey and examined through a case based approach. Data and information collected to examine strength of the proposed hypothesis in the context of a power based company in India. Agreeing with most of the research, HPWS is found positively related with organizational performance. The result doesn't agree with the HPWS research conducted in Asian countries. Taking clues from 'Black Box' approach, the role of HRD climate as a mediating factor has been studied. The result proved that HPWS influences organizational performance through a supportive development environment (HRD Climate) based on openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, and experimentation.[13]

**Shweta Mittal et al., (2016)** The present study examines the relationship between the three subsets of HRD climate i.e., HRD mechanisms, general climate and OCTAPAC with the organisational commitment in the Indian banking sector. Data was collected using a survey questionnaire from 203 bank employees working in the public and private Indian banks. Data analysis was performed using structural

equation modelling and study found that there is a positive relationship between HRD mechanisms, general climate and OCTAPAC with organisational commitment. So, the organisations which have a favourable HRD climate are more committed in their organisation. Implications for research and practice are discussed.[14]

**Zuzana Stofkova and Viera Sukalova, (2020)** The article deals with human resource management, its theoretical principles, and its use in practice in the era of globalization. The main goal of this paper is to analyze and describe human resource management focused on the process of human resource development and education. The article shows how the principles are applied in a selected Information-Communication Technologies (ICT) company in Slovakia as an attractive employer who is interested in satisfaction, education, and growth of its employees, thus employer branding. The data was collected through a questionnaire survey with employees in the selected company. Secondary data from corporate sources were used, too. The aim of the survey was to point out the human resources management in a selected company and to examine the perception of the impact of employees development on their performance and to design effective approaches to personnel development in a selected company with an impact on employee performance. The aim of the survey was to find out whether there was a dependence between the subjectively perceived performance of the employees and individual aspects, which are the completion of technical training programs, individual evaluation of the employee, relocation of the employee, and the number of completed training activities. A questionnaire survey was used to achieve this goal.[15]

### 3. Literature Review

RBV is an approach to achieving competitive advantage that emerged in 1980s and 1990s, after the major works published by [16] The supporters of this view argue that organizations should look inside the company to find the sources of competitive advantage instead of looking at competitive environment for it.

RBV theory highlights that not all resources are of equal importance in terms of achieving competitive advantage and superior performance, some are of more value than others. Valuable resources will enable a firm to apply strategies and perform in ways that lead to increased market share, higher sales, lower costs, higher margins, or in ways that add value to the firm.

The following model explains RBV and emphasizes the key points of it.

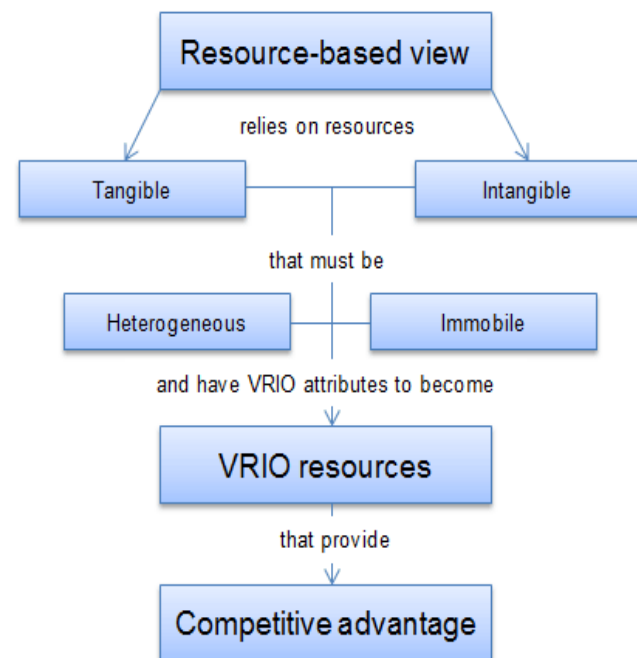


Fig.1: Resource based view

According to RBV, it is significantly easier to exploit new opportunities using resources and competencies that are already available, rather than having to acquire new skills, traits or functions for each different opportunity. These resources are the main focus of the RBV model, with its supporters arguing that these should be prioritised within organisational strategy development. There are two types of resources: tangible and intangible.

**Tangible assets** are physical things. Land, buildings, machinery, equipment and capital – all these assets are tangible. Physical resources can easily be bought in the market so they confer little advantage to the companies in the long run because rivals can soon acquire the identical assets.

**Intangible assets** are everything else that has no physical presence but can still be owned by the company. Brand reputation, trademarks, intellectual property are all intangible assets. Unlike physical resources, brand reputation is built over a long time and is something that other companies cannot buy from the market. Intangible resources usually stay within a company and are the main source of sustainable competitive advantage.



The two critical assumptions of RBV are that resources must also be heterogeneous and immobile.

**Heterogeneous.** The first assumption is that skills, capabilities and other resources that organizations possess differ from one company to another. If organizations would have the same amount and mix of resources, they could not employ different strategies to outcompete each other. What one company would do, the other could simply follow and no competitive advantage could be achieved. This is the scenario of perfect competition, yet real world markets are far from perfectly competitive and some companies, which are exposed to the same external and competitive forces (same external conditions), are able to implement different strategies and outperform each other. Therefore, RBV assumes that companies achieve competitive advantage by using their different bundles of resources.[16]

The competition between Apple Inc. and Samsung Electronics is a good example of how two companies that operate in the same industry and thus, are exposed to the same external forces, can achieve different organizational performance due to the difference in resources. Apple competes with Samsung in tablets and smartphones markets, where Apple sells its products at much higher prices and, as a result, reaps higher profit margins. Why Samsung does not follow the same strategy? Simply because Samsung does not have the same brand reputation or is capable to design user-friendly products like Apple does. (heterogeneous resources)

**Immobile.** The second assumption of RBV is that resources are not mobile and do not move from company to company, at least in short-run. Due to this immobility, companies cannot replicate rivals' resources and implement the same strategies. Intangible resources, such as brand equity, processes, knowledge or intellectual property are usually immobile.[16]

### 3.1 Competitive Advantage

Competitive advantages generate greater value for a firm and its shareholders because of certain strengths or conditions. The more sustainable the competitive advantage, the more difficult it is for competitors to neutralize the advantage. The two main types of competitive advantages are comparative advantage and differential advantage. The term "competitive advantage" traditionally refers to the business world, but can also be applied to a country, organization, or even a person who is competing for something.

### 3.2 Comparative Advantage

A firm's ability to produce a good or service more efficiently than its competitors, which leads to greater profit margins, creates a comparative advantage. Rational consumers will choose the cheaper of any two perfect substitutes offered. For example, a car owner will buy gasoline from a gas station that is 5 cents cheaper than other stations in the area. For imperfect substitutes, like Pepsi versus Coke, higher margins for the lowest-cost producers can eventually bring superior returns.

Economies of scale, efficient internal systems, and geographic location can also create a comparative advantage. Comparative advantage does not imply a better product or service, though. It only shows the firm can offer a product or service of the same value at a lower price. For example, a firm that manufactures a product in China may have lower labor costs than a company that manufactures in the U.S., so it can offer an equal product at a lower price. In the context of international trade economics, opportunity cost determines comparative advantages.

Amazon (AMZN) is an example of a company focused on building and maintaining a comparative advantage. The e-commerce platform has a level of scale and efficiency that is difficult for retail competitors to replicate, allowing it to rise to prominence largely through price competition.

### 3.3 Differential Advantage

A differential advantage is when a firm's products or services differ from its competitors' offerings and are seen as superior. Advanced technology, patent-protected products or processes, superior personnel, and strong brand identity are all drivers of differential advantage. These factors support wide margins and large market shares.

Apple is famous for creating innovative products, such as the iPhone, and supporting its market leadership with savvy marketing campaigns to build an elite brand. Major drug companies can also market branded drugs at high price points because they are protected by patents.[17]

Strategies for Competitive Advantage. Top administrative ponder strategic objectives and missions. Managers down the line rough out product/market strategies. Functional chiefs lay out "strategies" for everything from R&D to raw-materials sourcing and distributor relations. Mere planning has lost its glamor; the planners have all turned into strategists. All this may have blurred the concept of strategy, but it has also helped to shift the attention of managers from the technicalities of the planning process to substantive issues affecting the long-term well-being of their enterprises. Signs that a real change has been taking place in business's planning focus have been visible for some time in the



performance of some large, complex multinational corporations—General Electric, Northern Telecom, Mitsubishi Heavy Industries, and Siemens A.G., to name four.[18]

#### 4. The Role of Human Resources in Sustainable Competitive Advantage

Generally believed that human resources and management serve as an organized asset in an organization. However, there is an ongoing debate in academic literature, what exactly leads to the establishment and establishment of a competitive advantage in the organization - labor, or management? Therefore, this paper will look into the ways that different approaches to the development of competitive advantage perceive the contribution of human resources and their management in the enhancement of organisational effectiveness. Human resource management presents itself as a viable alternative to continuous competitive profitability. found that green HR management can affect employees' behavior in terms of social and psychological processes. Human resource management must be aligned with the strategic and sustainable vision the organization aims to develop and maintain. However, in addition to the growing research linking HR management with sustainable competitive advantage in [20] they are point out that the literature is still ongoing. [21] They are states that the relationship between HRM and RBV is well known in the literature, considering about 25 years of research. However, according to the author, it does not have well-designed structures, as HR executives need to shift focus and add value building to organizations. Finally, in [22] they added that researchers need to overcome the tendency to directly link HR practices to organizational performance. They say that HR practices lead to sustainable competitive advantage through, uncertainty (rivals don't think HR practice is important), organizational features (culture and structure), and social system In this sense, this theoretical essay, based In a NRBV-based approach, it analyzes the role that HR managers play in helping organizations achieve sustainable competitive advantage. Therefore, the purpose of this paper is to present a theoretical framework by analyzing the role of human resource management as a possible way to help organizations achieve visual view of natural resources.[19-21]

##### 4.1 The Role of Managers in Human Resources Management

HR manager plays a pivotal role to achieve organizational objectives. It is human resource/work people who perform task and achieve company goals. human resource is a must

in an organization. To get the right number and right kind of human resource at the right time of company need and to motivate, prepare and develop the human resource to perform task, the person in charge of such job, i.e., human resource manager is no less important in an organization than human resource at work. HR manager is a guide, philosopher, friend, path-finder, path identifier, problem solver, competence maker of the human resource. In [3] they have developed a model of multiple roles for HR professionals who focus ranges from long-term strategic to short-term operational, and activities range from managing processes (HR tools and systems) to managing people. Whatever the role HR manager plays, it helps growth and development of the people at work and organization as well.

##### 4.2 Role of HR Manager – Roles and Responsibilities

It is important for the HR manager to place his role on the same lines as that of the organization. Within this environment, the HR professional has to be a strategic partner, an employee advocate, and a change mentor to be able to survive the changing environment. Depending on the size of the organization, an HR manager has the responsibility of looking at all the functions that deal with the needs and activities essential for people management.

##### Some of roles and responsibilities are as follows:

1. Recruiting and hiring – It is a process of discovering sources of manpower and employing effective measures for attracting that manpower in adequate numbers to facilitate the selection of an efficient working force in an organization.
2. Training and development – These processes help in enhancing and enabling the capacities of people to build their strengths and confidence in order for them to deliver more effectively.
3. Competency development – Competency is a cluster of related knowledge, skills, and attitude that affect a major part of one's job. It can be improved by means of training and development.
4. Organization development – It is an organization-wide effort to increase its effectiveness and viability, and move towards growth.
5. Communication – It is an activity that involves conveying meaningful information. At all times, the HR must convey all relevant information to the employees.
6. Performance management – It focuses on improving the performance of the organization, employees, and various other services.
7. Employee relations – This is a concept that works towards bettering the relations among the employees, as well as between the employee and the management.



8. Coaching, mentoring, and counselling – It is a practice of supporting an individual and helping him overcome all his issues in order to perform better.

9. Policy recommendation – Policy recommendations help to streamline management practices and reduce employee grievances. For example, a manager who is more than 35 years and, who possesses a minimum experience of 7 years, is entitled to receive the benefits stated in the company's administrative manual.

10. Wages, salary, and compensation benefits – These benefits are provided to the employees to keep them motivated towards their work and the organization.[23]

## 6. Conclusion

Drawing on the theoretical insights of the resource-based view, in this paper, we have attempted to show both how HRM may contribute to sustainable competitive advantage by facilitating the development and consumption of sustainable competitive advantage and how HRM may be the source of competitive vulnerability by contributing to the destruction of sustainable competitive advantage and/or preventing the utilization of those competitive advantage. Specifically, we have discussed, within an open-systems framework, how HR activities, functions, and processes may contribute to the development and utilization of managerial, input based, transformational, and output-based competencies and how HRM can destroy and/or impede the development and utilization of such competitive. By emphasizing processes for developing and utilizing firm-specific, causally ambiguous KSAs, our competitive-based view compliments and extends the behavioral perspective of strategic HRM, which has emphasized observable and transferrable role behavior of employees as the basis for creating competitive advantage. To the extent that the configuration of the competitive-enhancing HR activities, functions, and processes depends on the unique and idiosyncratic capabilities for "carrying out new combinations", and insofar as such a configuration produces positive synergies for the firm, it may hold the potential of sustainable competitive advantage. Achieving a sustainable competitive advantage through firm-specific competition will require continuous monitoring by the firm because competition patterns may change over time. The technique of "strategic assumption surfacing and testing" [24], which incorporates a dialectical process, may be useful for monitoring and assessing the desired competency profiles. Thus, managers may need to continuously question and reexamine their assumptions regarding what constitutes a distinctive competence for their firms.[25,26]

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