International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2026, 16(3), 136-146.

Linking Sustainable HRM to Employee Well-Being: Insights from the AMO Framework and the Mediating Influence of Perceived Organizational Support

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Received: 29 September 2025 **Accepted:** 05 February 2026 **DOI:** https://doi.org/10.32479/irmm.22525

ABSTRACT

This study uses the Ability–Motivation–Opportunity (AMO) framework to analyze the relationship between Sustainable HRM and employee well-being, using Perceived Organizational Support (POS) as a mediating mechanism. The study examines how ability-, motivation-, and opportunity-enhancing HR practices affect employees' perceptions of support and general well-being in the healthcare industry in Punjab, India. The results of the study, which used quantitative data gathered from healthcare workers, show that Sustainable HRM has a positive direct and indirect impact on employee well-being through POS. The findings highlight how crucial supportive organizational settings are to converting sustainable HR practices into significant psychological effects. This study adds to the body of knowledge in HRM by demonstrating the significance of people-centric HR strategies in healthcare settings and validating POS as a major explanatory pathway within the AMO-based sustainability framework. In order to support employee well-being and enhance organizational sustainability, the implications push practitioners and policymakers to embrace sustainable HRM practices.

Keywords: Sustainable HRM, AMO Framework, Employee Well-Being, Perceived Organizational Support, Mediation, Healthcare Sector, Sustainable Work Practices
JEL Classifications: J24, J28, J63, M12, M54

1. INTRODUCTION

Since the United Nations formally approved the term "sustainability" in 1987 and defined it as "meeting the needs of the present without compromising the ability of future generations to meet their own needs," sustainability has received more attention in contemporary literature (United Nations Sustainability, 2025). "Good health and well-being" is one of the 17 Sustainable Development Goals (SDGs) that the UN created in 2015 after adopting the 2030 agenda for sustainable development. According to researchers, creating a work environment that promotes employees' mental health and wellbeing is thought to be the biggest obstacle to maintaining an organization's long-term competitive advantage (Grawitch et al., 2015). The COVID-19 pandemic in 2020 raised the importance of employee mental health and welfare at work to a new level; therefore, maintaining a sustainable and healthy workplace is essential both during and after the pandemic (Gabriel and Aguinis, 2022).

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A proactive five-stage methodology to address workplace mental health and wellness and achieve SDG3 in accordance with an organization's business goals was presented by (Cinar and Bilodeau, 2022) in a recent study. They emphasized the vital role that mental health plays in attaining sustainable business outcomes, especially in the post-pandemic setting, and they talked about the significance of mental health and wellbeing in the process of sustainable development. The adoption of sustainable practices has a beneficial impact on SDG3, according to a recent bibliographic assessment by (Garcia, 2025). (Garcia, 2025) identified a number of significant characteristics that affect workplace mental health and wellbeing as well as the creation of a sustainable workplace, including fairness perception (Abid et al., 2020) exposure to nature (Sadick et al., 2020), and favoritism (Laisi et al., 2022) based on a study of recently published papers. According to the report, providing mental health care is not only a moral obligation but also a wise business move and one of the key elements in raising employee engagement and productivity. Therefore, enhancing employee well-being requires equitable work conditions, mental health programs, and sustainable HR policies.Sustainable businesses should prioritize safeguarding the health and safety of their most important assets—human resources—and have a culture that prioritizes advancing the welfare of their workforce. In order to address employee health and wellness and achieve social sustainability goals, human resource sustainability has become essential.

Because of the increased worldwide awareness of sustainable development, the sustainable components of human resource management (HRM) have grown in importance for businesses (Cooke and He, 2010; Ren et al., 2020). As a result, sustainable HRM (SHRM), which links corporate sustainability to HRM practices, has become a significant field of study in HRM (Bush, 2020; Ehnert et al., 2016). Triple bottom line HRM, which addresses how HRM affects a wider range of outcomes, including financial, environmental, human, and social consequences, is the most popular conceptualization of SHRM (Kramar, 2014; Macke and Genari, 2019). Awais-E-Yazdan et al. (2024) investigated relevant aspects regarding green HRM framework. Aaliya et al. (2024) examined the impact of green human resource management (GHRM) on institutional progress. Ashraf et al. (2025) analyzed the linkage between green HRM Practices and green innovation.

This strategy, however, might have unfavorable effects since the emphasis on the triple bottom line forces workers to take on more duties while performing various positions that call for incompatible behaviors. For instance, workers frequently experience increased levels of stress and anxiety as a result of not having enough time, energy, or resources to accomplish economic, environmental, and social goals (Bush, 2020). Alternative strategies are needed to close the gap between SHRM practices and their impact on desired results because of these unintended, unsustainable repercussions (Dyllick and Muff, 2016). Therefore, the most recent approach to SHRM practices based on common good values (CGVs) is the subject of this study.SHRM practices based on CGVs are HRM practices that help businesses and their workers tackle the world's major challenges. These are known as the Sustainable Development Goals (SDGs)1 by the United Nations (UN) in order to eradicate poverty, safeguard the environment, and guarantee prosperity for all (George et al., 2016; Stahl et al., 2020).

According to the ability (A) – motivation (M) – opportunity (O) logic, commonly known as the AMO model (Appelbaum et al., 2000), three SHRM-CGV bundles are examined. These three bundles are the opportunity, incentive, and ability bundles. The ability bundle was set up to improve employees' behavior and performance. It involves initiatives like branding strategies to draw in candidates seeking a workplace that upholds high ethical and sustainable standards, hiring practices to find candidates who share the organization's values, and comprehensive training and development programs to align people with those values.Offering contingent rewards as part of the motivation bundle increases the likelihood that workers will be committed to their task and adopt sustainable behaviors. According to Guerci et al. (2015), the opportunity bundle gives workers the chance to engage in a range of activities, including job design, industrial relations, health programs, and opportunities for charitable giving. In line with earlier research (e.g., Cooper et al., 2019; Ho and Kuvaas, 2020), we combine these three distinct sets of SHRM practices to examine the SHRM-CGV of organizations (Becker and Gerhart, 1996).

2. LITERATURE REVIEW

2.1. Sustainable Human Resource Management and Healthcare Sector

The Indian economy's healthcare sector is expanding quickly. One of the more significant pillars of society is thought to be this industry. A city, state, or nation's number of hospitals with the right facilities and equipment indicates the level of concern and care the government had for its people. Additionally, hospitals generate employment for medical professionals such as nurses and doctors. In view of the pandemic that world faced in the recent past hospitals are becoming more and more vital to people's lives. Without a question, the significance of the hospital industry and medical personnel to our economy has become clear to us. However, if we think of health care workers as "warriors," they encounter a frightening environment on all fronts—physically, socially, and, more importantly, mentally. Because they frequently come into contact with those who are infected, the soldiers are more likely to contract the disease. According to one study, healthcare professionals who are tending to COVID-19 patients are experiencing stress, anxiety, and depression.

Hospitals now have longer working hours. Healthcare workers experience psychological stress as a result of difficulties pertaining to their jobs and families (Tomar and Dhiman, 2013). Additionally, the disposal of personal protective equipment is becoming a major environmental issue that exacerbates previous environmental issues including the production of a lot of plastic waste, water waste, and unsustainable activities (Nobanee et al., 2021). The paradigm of sustainable human resource management has been increasingly important in recent times. In addition to focusing on social factors, Sustainable Human Resource Management (Kainzbauer and Rungruang, 2019) also emphasizes environmental, strategic, and psychological aspects (Mazur, 2015).

According to Zaugg et al. (2001), there is a paradigm change in the idea of sustainability. Environmental protection ought to be considered in day-to-day operations (D'Adamo et al., 2020). This is why the concept of SHRM is very apt for healthcare industry. In healthcare sector sustainability goes beyond environmental protection. It is about taking care of healthcare professionals as they work in highly stressful work conditions.

2.2. Sustainable Human Resource Management and Employee Well Being

The endeavor to apply a people-oriented viewpoint to the formulation of HRM policies and practices in order to improve organizational performance—which has become a priority to support, develop, and enhance people at work—was given the name "sustainable HRM" (Manuti et al., 2020). The literature on sustainable HRM is dispersed and varied since the theoretical idea of sustainable HRM has been developed from several perspectives, including an emphasis on societal obligations (Kramar, 2014) long-term orientation (Kramar, 2014), employee-centered (Thom et al, 2004) etc. Socially responsible HRM, green HRM, triple-bottom-line HRM, and common good HRM are the four categories into which researchers have categorized sustainable HRM in recent literature through systematic studies (Stahl et al., 2020). These four categories of sustainable HRM were outlined below by (Faisal, 2023) in the most recent bibliometric analysis of sustainable HRM.

A socially conscious approach to HRM, including personnel policies pertaining to corporate social responsibility, is referred to as socially responsible HRM. Hiring environmentally conscious employees, offering green training, assessing performance in relation to the company's green standards, and offering a green reward system for reaching green objectives are all examples of green HRM. By reducing the negative environmental effects that an organization's operations generate, triple-bottom-line HRM aims to achieve the environmental, social, and economic goals all at once in order to achieve sustainability. Through Common Good HRM employees will benefit from HRM's policies and procedures. These policies and procedures include allowing workers to participate in decision-making, addressing grievances appropriately, ensuring job security, and offering assistance to workers in need.

Despite the fact that the term "sustainable HRM" has been defined in a variety of ways, the literature has consistently expressed the same idea: Sustainable HRM aims to develop HR policies and practices using a people-centered approach in order to improve long-term organizational outcomes, including human and social outcomes rather than just financial ones. Long-term-focused HRM strategies, employee skill, knowledge, and potential development, the growth of positive employee-employer relationships, and a focus on employee care through preserving and promoting their health and wellbeing are some of the fundamental tenets of sustainable HRM (Stadler et al., 2022).

Based on a thorough analysis and discussion of sustainable HRM, emphasize that, in order to address one of the major challenges or SDGs, sustainable HRM must change its focus to the common good approach, which integrates common good values into all facets of HR policies, structure, and procedures. In keeping with the common good of HRM, the goal of the current study is to investigate HR policies and practices that are beneficial in making HRM systems more sustainable and capable of contributing to SDGs. The United Nations' SDG 3, "good health and well-being," will be the specific focus of this study, which will link sustainable HRM with fostering and improving employee wellbeing at work.

H_1: Sustainable human resource management practices have a positive significant impact on employee well being

H_1a: Ability enhancing SHRM-CGV has a positive significant impact on employee well being.

H_1b: Motivation enhancing SHRM-CGV has a positive signifiact impact on employee well being

H_1c: Opportunity enhancing SHRM-CGV has a positive significant impact on employee well being.

2.3. Sustainable Human Resource Management and Perceived Organizational Support (POS)

According to Eisenberger et al. (1986), POS is the employees' view of how much the company values their contributions and cares about their well-being. It is predicated on the shared conviction that if the employer looks out for the employee's welfare, the employee will look out for the company. More dedicated workers perform better, miss fewer workdays, and are more devoted to the company (Mowday et al., 1982). When a business adopts policies, processes, incentives, and attractive working circumstances for its personnel, it fosters positive organizational support. Positive circumstances show that the company values the efforts of its workers (Gaertner and Nollen, 1989), which boosts trust that excellent work will be recognized. Without these, people would perceive organizational support negatively (Rhoades and Eisenberger, 2002; Baran et al., 2012), which would result in physical illness (Siu, 2002), emotional tiredness (Lee and Ashforth, 1996), and work-family conflict (Meyer et al., 2002).

Mariappanadar (2003) contends that work intensity has negative effects regardless of positive or negative POS because talented and skilled professionals have a natural tendency to overwork, which leads to increased work-related stress, work-family conflicts, psychosomatic reactions, and burnout (Docherty et al. 2002). Labor intensification is regarded as a widespread and socially acceptable standard (Mariappanadar, 2003) since excessive labor is not only difficult but also establishes a strong vocational identity, proving that the negative health effects of the work are unavoidable. In this situation, reducing health harm through sustainable HRM practices becomes important.

According to Mariappanadar (2012b), research has shown that there is a direct correlation between work intensification and health harm. Research on the relationship between organizational-level POS (OPOS) and organizational performance as influenced by organization-wide and industry-level moderating factors is scarce, despite the numerous studies that have shown a positive relationship between POS and employee performance. Kim et al. (2017), In this setting, work intensification, personal health harm, and HPWS as an organizational aspect are crucial.

A few research (Baran et al., 2012; Eisenberger and Stinglhamber, 2011; Kurtessis et al., 2017) demonstrated a favorable correlation

between POS and employee views toward the company as well as physical and psychological well-being. However, some research (Richardson et al., 2008) did not find a connection between POS and physical health. Additionally, the perception that the company values their contributions and is concerned about their well-being encourages people to work harder, sacrificing their personal time. This gives the person an intrinsic motivation to put in greater effort, which increases participation.

Employees who identify with the organization feel obligated to contribute to its success, placing little to no value on their physical and mental well. There are few research that highlight the significance of POS in lowering health harm, despite the fact that numerous studies have demonstrated the good effects of POS on employees' positive attitudes, work, and values. The following hypothesis is put forth because there isn't enough research on the organizational support theory in this area:

H_2: Sustainable Human Resource Management Practices have a positive significant impact on Perceived Organizational Support.

H_2a: Ability enhancing SHRM-CGV have a positive significant impact on POS.

H_2b: Motivation enhancing SHRM-CGV has a positive significant impact on POS.

H_2c: Opportunity enhancing SHRM-CGV has a positive significant impact on POS.

2.4. Perceived Organizational Support and Employee Well-being

Over the past few decades, organizational behavior academics have become increasingly interested in understanding how employees view their relationship with their organization (e.g., Shore et al., 2012). The concept of perceived organizational support (POS), which is defined as employees' overall perception of "the extent to which their organization values their contribution and cares about their well-being," has been the subject of numerous studies examining the employee-organization relationship (Eisenberger et al., 1986, p. 501).Organizational support theory (e.g., Eisenberger et al., 1986; Eisenberger and Stinglhamber, 2011; Rhoades and Eisenberger, 2002) is based on the social exchange theory and the norm of reciprocity. It proposes that employees should develop more positive attitudes and behaviors toward the organization in return for the favorable treatment they receive. Employees who experience high levels of POS do, in fact, develop a variety of positive work attitudes and behaviors as well as higher levels of subjective well-being (e.g., Baran et al., 2012; Eisenberger and Stinglhamber, 2011; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002).

Scholars interested in employee-organization relationships have recently begun to investigate the concept of organizational dehumanization in addition to the well-developed idea of POS. Organizational dehumanization is defined as "the experience of an employee who feels objectified by his or her organization, denied personal subjectivity, and made to feel like a tool or instrument for the organization's ends" (Bell and Khoury, 2011, p. 170). This term is taken from the social psychology literature (e.g., Haslam, 2006; Leyens et al., 2000; Leyens et al., 2001). According to recent research, employees' perceptions of being dehumanized by their employer have a negative impact on their well-being (Bell and Khoury, 2011, 2016) and attitudes toward the company (e.g., increasing their intentions to quit), as it thwarts people's basic needs (Christoff, 2014).

Even while organizational dehumanization and point-of-sale (POS) are clearly relevant to the employee-organization interaction, these two literature have grown mostly independently of each other. The goal of the current study is to connect these two concepts in a single integrative model that illustrates the relationship between employees and organizations. More specifically, we contend in the current study that high POS levels will lessen employees' perceptions of organizational dehumanization by communicating that their company appreciates each individual and takes into account their requirements. Aditionally, we hypothesize that organizational dehumanization will buffer the well-established positive link between POS and employees' subjective well-being, based on the idea that organizational dehumanization is harmful for employees' well-being (Bell and Khoury, 2011). By doing this, the current study will make multiple contributions to the literature on management and organizations.

H_3: Perceived Organizational Support has a positive significant impact on Employee Well being.

2.5. Sustainable Human resource Management Practices,Perceived Organizational Support, and Employee Well Being

A growing number of people are positioning sustainable human resource management, or S-HRM, as a strategic driver of both employee well-being and organizational performance. By aligning with the PERMA model (positive emotion, engagement, relationships, meaning, accomplishment), Bai (2025) makes the case in his conceptual study that sustainable HRM practices—such as long-term oriented HR strategies, employee development, and health-oriented work environments—promote employee well-being. In addition, Joskeviciute et al. (2021) showed that HRM practices that address the emotional, psychological, and cognitive states of employees are strongly linked to improved employee well-being through heightened organizational trust. This field of work is particularly important in healthcare organizations because clinical staff members face significant emotional, physical, and mental demands.

As a mediator, perceived organizational support (POS) plays a crucial role. According to social exchange theory and organizational support theory, employees feel supported and respond with positive attitudes and behaviors, including improved well-being, when they feel that their organization values and cares about them. HR practices, such as wellness programs, flexibility, green ethics, and supportive leadership, all contribute to POS in the S-HRM framework. According to the mediating mechanism, S-HRM practices lead to higher POS and better employee well-being (i.e., lower burnout and higher engagement). One article (about Indonesian healthcare organizations) found that sustainable HRM practices (adaptive work structures, health and well-being initiatives, supportive leadership) drastically improved employee well-being, and that the effect was amplified when POS was high, even though direct studies in health organizations are still in their infancy.

Research further demonstrates how perceptions of organizational support geared toward environmental goals—also known as "green perceived organizational support" or GPOS—mediate the relationships between green HRM practices and employee outcomes, such as engagement, well-being, and pro-environmental behaviors. Green HRM is a specific manifestation of SHRM. Green HRM practices, for example, had a significant mediating effect on green innovative work behavior, according to a recent study conducted in the hospitality industry in China and Pakistan. Although these studies do not focus on health care specifically, they do show how domain-specific POS mechanisms work, which supports the idea that POS is a flexible mediator in various sustainability-HRM contexts. Figure 1 reflects the Proposed Conceptual Framework Derived from Prior Literature.

H_4: Perceived Organizational Support mediates the relationship between Sustainable HRM practices and Employee Well being.

3. METHODOLOGY

3.1. Sample and Data Description

A complete, precise, and up-to-date sample frame is necessary for each investigation. This type of sampling was used out of convenience when there was no sampling frame. By carefully choosing samples with uniform characteristics and maintaining an audit record of the data collection procedure, care has been taken to guarantee representativeness and minimize bias. About 390 medical and paramedical personnel from both public and private hospitals in the Indian state of Punjab provided the data. Punjab is renowned for having the most private nursing homes and hospitals. The Asia's Medical Hub is located in Jalandhar, Punjab. For this reason, this area was selected to conduct the study. The tool uses a five-point Likert scale, where five represents "strongly agree" and one represents "strongly disagree," depending on the type of question. This ranking system is comprehensive and non-comparative. The cross-sectional technique is the basis for the data collection process, and Smart PLS-4.0, a second-generation data analysis program, is used.

3.2. Measures

The SHRM CGV Scale, adopted from Guerci et al. (2015), was used to measure sustainable HRM through the AMO lens. The scale developed and validated by Zheng et al. (2015) was used to measure employee well-being. The Eisenberger et al. (1986) scale was used to measure the mediating variable, which is perceived organizational support.

3.3. Research Design and Analysis

The study used Smart PLS Version 4.0 to evaluate the measurement and structural models. evaluating the discriminant and convergent validity of the measurement model. Convergent validity compares items inside ideas, whereas discriminant validity compares between them. To assess the structural model, relationships between constructs were investigated. Structural models' applicability, relevance, and collinearity were examined. We looked at the model's effect size (f^2), predictive relevance (Q^2), and coefficient of determination (R^2).

4. FINDINGS

Demographic Indicator	Category	Frequency	Percentage
Gender	Male	254	65.13
	Female	136	34.87
	Total	390	100.00
Age	<25	50	12.82
	25-35	200	51.28
	>35	140	35.90
	Total	390	100.00
Marital Status	Married	240	61.54
	Unmarried	150	38.46
	Total	390	100.00
Education	Diploma	90	23.08
	Graduate	180	46.15
	Postgraduate	120	30.77
	Total	390	100.00
Job Experience	<1 year	40	10.26
	1-3 years	100	25.64
	3-5 years	150	38.46
	>5 years	100	25.64
	Total	390	100.00
Type of Hospital	Public	150	38.46
	Private	240	61.54
	Total	390	100.00
Department	Medical	200	51.28
	Para-medical	190	48.72
	Total	390	100.00
Designation	Doctor	100	25.64
	Nurse	110	28.21
	Technician	80	20.51
	Therapist	100	25.64
	Total	390	100.00

4.1. Demographics

A varied and widely dispersed healthcare workforce is reflected in the demographic profile of the 390 respondents. While 35.90% of respondents are over 35, the majority of respondents (51.28%) are between 25 and 35 years old, suggesting a relatively youthful workforce. The sample is primarily male (65.13%). The fact that the majority (61.54%) are married indicates that participants have significant family responsibilities. The group is highly qualified, with nearly half (46.15%) having a degree, followed by postgraduates (30.77%) and diploma holders (24.08%).

A balanced mix of job experience levels is evident, with the largest percentage (38.46%) having 3-5 years of experience and equal representation (25.64% each) of those with 1-3 years and those with more than 5 years, while only 10.26% have less than a year of experience. The majority of respondents (61.54%) are employed by private hospitals, and there is almost equal representation across functional units among medical (51.28%) and paramedical (48.72%) staff. There is a diverse mix of clinical and allied healthcare professionals, with nurses making up the largest group in terms of designation (28.21%), followed by physicians and therapists (25.64% each), and technicians (20.51%).

4.2. Measurement Model Assessment

Table 1 shows Factor loading, composite reliability (CR), and average extracted variance (AVE) are among the metrics listed in Table 1 that were utilized to assess the measurement model. According to Ramayah et al. (2018), a factor loading of 0.700

Table 1: Factor loading, composite reliability and average variance extracted

Item code	Factor loadings	Composite reliability (CR)	Average variance extracted (AVE)
Ability enhancing SHRM			
AESHRM1	0.797	0.825	0.589
AESHRM2	0.776		
AESHRM3	0.792		
AESHRM4	0.753		
AESHRM5	0.718		
Motivation enhancing SHRM			
MESHRM1	0.766	0.799	0.622
MESHRM2	0.774		
MESHRM3	0.776		
MESHRM4	0.838		
Opportunity enhancing SHRM			
OESHRM1	0.772	0.882	0.504
OESHRM2	0.696		
OESHRM3	0.748		
OESHRM5	0.765		
OESHRM6	0.705		
OESHRM7	0.683		
OESHRM8	0.722		
OESHRM9	0.772		
Perceived organizational support			
POS1	0.757	0.886	0.584
POS2	0.724		
POS3	0.769		
POS4	O.728		
POS5	0.591		
POS6	0.757		
POS7	0.590		
POS8	0.564		
POS9	0.699		
POS10	0.739		
Life well being			
LWB2	0.808	0.753	0.665
LWB3	0.843		
LWB4	0.794		
Workplace well being			
WWB1	0.607	0.844	0.618
WWB2	0.785		
WWB3	0.856		
WWB4	0.836		
WWB5	0.821		
Psychological well being			
PWB1	0.756	0.860	0.588
PWB2	0.793		
PWB3	0.783		
PWB4	0.778		
PWB5	0.757		
PWB6	0.732		

is typically considered average, while values as low as 0.4, 0.5, and 0.6 may be suitable in some circumstances. One item was removed from the Sustainable HRM OESHRM4 due to negative factor loadings. In a similar way, LWB1 was removed from the employee well-being scale for negative factor loadings. These factors were not considered for further investigation. Table 1's results demonstrate that all requirements have been met, with AVE and CR benchmarks of 0.5 and 0.7, respectively. This implies that the measurement model's convergent validity is appropriate. Figure 2 displays the SmartPLS output measurement for lower order constructs.

In order to assess the discriminant validity of the measurement model, Henseler et al. (2015) proposed HTMT. While Kline (2011) cited 0.85, Gold et al. (2001) proposed 0.9. All of these discriminant validity requirements were satisfied by the measurement model, shown in Table 2.

4.3. Structural Model Assessment

To find out if the model has multicollinearity, the Variance Inflation Factor, or VIF, was utilized. According to Diamantopoulos and Siguaw (2006), multicollinearity was not an issue for the model because each VIF value was comfortably below 3.3 as shown in Table 3.

An $R^2 > 0.5$ model is appropriate. Because each exogenous construct's R Squared value is higher than 0.5, Table 4 demonstrates how highly predictive the model is (Hair et al., 2016). Good predictive power is indicated by Q2 scores for every latent variable in the model (Hair et al., 2016). R^2 values were computed for each predicted variable in order to assess the "explanatory power" of the model. It demonstrated how well the IV explains DV. R^2, 0–1, is predictive accuracy. The three R^2-values are "moderate," "weak," and "strong." R^2 values of 0.75, 0.50, and 0.25 are considered significant. Good model prediction is indicated by R Square values >0.5 for each of the exogenous constructs in Table 4 (Hair et al., 2016).

Table 5 shows the hypothesis testing, Hair et al. (2016) state that bootstrapping at 5,000 with sample replacement is used in this study to test the hypothesis. The above table ($P < 0.05$) shows that AMO based SHRM practices significantly improves employee well being. Perceived Organizational Support a strong and positive correlation with employee well being ($P < 0.05$). There is a substantial correlation between perceived organizational support practices and employee well being ($P < 0.05$). The findings support H_1, H_2, and H_3 hypotheses.

4.4. Mediation Analysis

Figure 3 Reflects the Structural Model Results Illustrating the Mediation Effect (SmartPLS 4 Output). According to Hayes and Preacher (2010), more than 80% of the VAF implies full mediation, 20% to 80% indicates partial mediation for mediation effects, and 20% or less indicates no mediation. Research indicates that POS mediates the relationship between EWB and SHRM. A t-test and p-value indicate that POS partially mediates SHRM and EWB. With a VAF of 47%, an indirect impact (=0.381, t-value = 7.009, p-value = 0.000) suggests partial mediationshown in Table 6.

5. DISCUSSION

In people-intensive industries like healthcare, sustainable human resource management (S-HRM) has become a strategic approach that incorporates long-term social, environmental, and

Table 2: HTMT assessment of discriminant validity

Items	AESHRM	LWB	MESHRM	OESHRM	POS	PWB	WWB
AESHRM							
LWB	0.776						
MESHRM	0.743	0.75					
OESHRM	0.818	0.796	0.662				
POS	0.859	0.835	0.782	0.667			
PWB	0.69	0.715	0.758	0.741	0.777		
WWB	0.67	0.647	0.713	0.671	0.733	0.83	

Table 3: Collinearity statistics

Items	VIF
AESHRM1	1.862
AESHRM2	1.749
AESHRM3	1.811
AESHRM4	1.627
AESHRM5	1.424
LWB2	1.506
LWB3	1.558
LWB4	1.439
MESHRM1	1.523
MESHRM2	1.474
MESHRM3	1.669
MESHRM4	1.936
OESHRM1	1.235
OESHRM2	1.836
OESHRM3	1.935
OESHRM4	1.213
OESHRM5	1.994
OESHRM6	1.798
OESHRM7	1.631
OESHRM8	1.737
OESHRM9	2.770
POS1	1.54
POS10	2.04
POS2	1.77
POS3	2.321
POS4	2.065
POS5	1.447
POS6	1.89
POS7	1.584
POS8	1.55
POS9	1.9
PWB1	1.719
PWB2	1.939
PWB3	1.955
PWB4	1.886
PWB5	1.739
PWB6	1.631
WWB1	1.223
WWB2	1.834
WWB3	2.31
WWB4	2.327
WWB5	2.235

economic considerations into HR practices. While guaranteeing organizational resilience and workforce sustainability, S-HRM prioritizes equity, well-being, employee development, and responsible resource management (Bell and Khoury, 2011; Bush, 2020). Sustainable HRM practices are both operational and moral imperatives for safeguarding employee well-being and guaranteeing consistent patient care quality, given the high job demands, emotional labor, and chronic stress inherent in the healthcare industry (Garcia, 2025).

Table 4: R-square and Q-predict

Dependent variables	R-square	R-square adjusted	Q-predict
Employee well being	0.577	0.574	0.569
Perceived organizational support	0.646	0.643	0.641

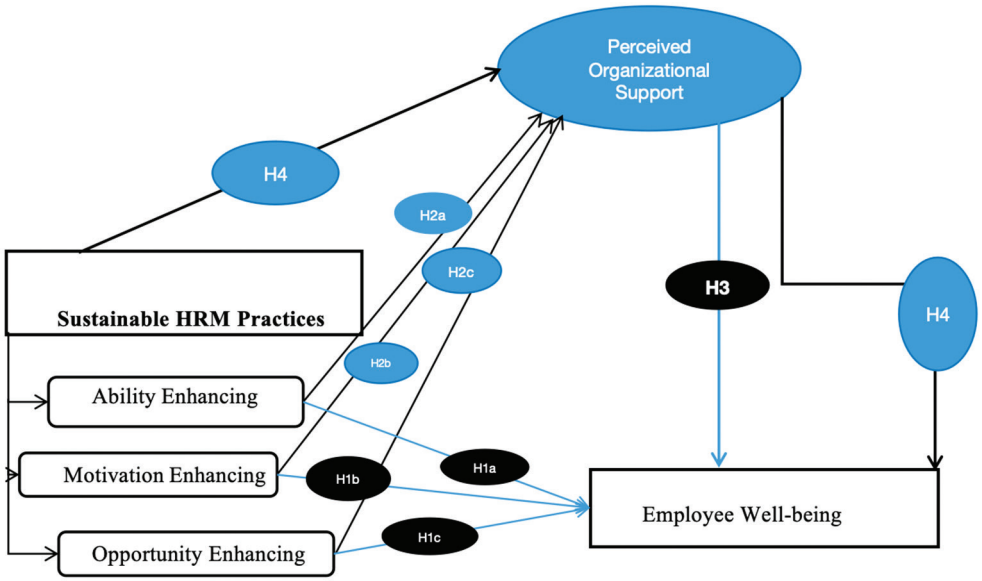
Table 5: Hypothesis testing

Hypothesis	t-values	F^2	P-values	Conclusion
H_1a-AESHRM>EWB	2.174		0.03	Accepted
H_1b-MESHRM>EWB	3.086	1.324	0.002	Accepted
H_1c-OESHRM>EWB	7.088		0.000	Accepted
H_2a-AESHRM>POS	3.162		0.002	Accepted
H_2b-MESHRM>POS	3.057	1.790	0.002	Accepted
H_2c-OESHRM>POS	6.794		0.000	Accepted
H_3-POS>EWB	31.759	1.515	0.000	Accepted

A helpful theoretical lens for comprehending how HR practices affect employee outcomes is the Ability–Motivation–Opportunity (AMO) framework. AMO theory states that when workers have the capacity to complete their tasks, the drive to participate, and the chance to make a significant contribution, they perform well and experience positive psychological states (Gaertner and Nollen, 1989). AMO-aligned practices in a sustainability-focused HR system include ongoing training and skill development to improve abilities; equitable rewards, recognition, and wellness support to motivate employees; and safe staffing policies and participatory decision-making to increase opportunities to apply skills (Gaertner and Nollen, 1989). These procedures help workers in the healthcare industry perform better while also protecting their physical and mental health in the face of challenging and uncertain work environments.

Perceived Organizational Support (POS), a mediating factor, is one of the main reasons S-HRM practices have a significant impact on well-being. According to Hair et al. (2016), POS is the term used to describe how employees feel that their contributions are valued and that the company genuinely cares about their welfare. Employees' POS rises when they perceive sustainable HR practices—like career development pathways, flexible schedules, mental health programs, and safe staffing ratios—as indicators of organizational concern. According to Henseler at al. (2015), this perception turns into a vital psychological tool that improves resilience, lessens emotional tiredness, and fortifies affective commitment. POS is a crucial link between HR systems and well-being outcomes because studies conducted in healthcare settings demonstrate that it considerably lowers burnout and turnover intentions among nurses and frontline staff (Cooke and He, 2010; Docherty et al., 2002).

Figure 1: Conceptual model



Source: Author's Original Contribution

Figure 2: SmartPLS output of the measurement model

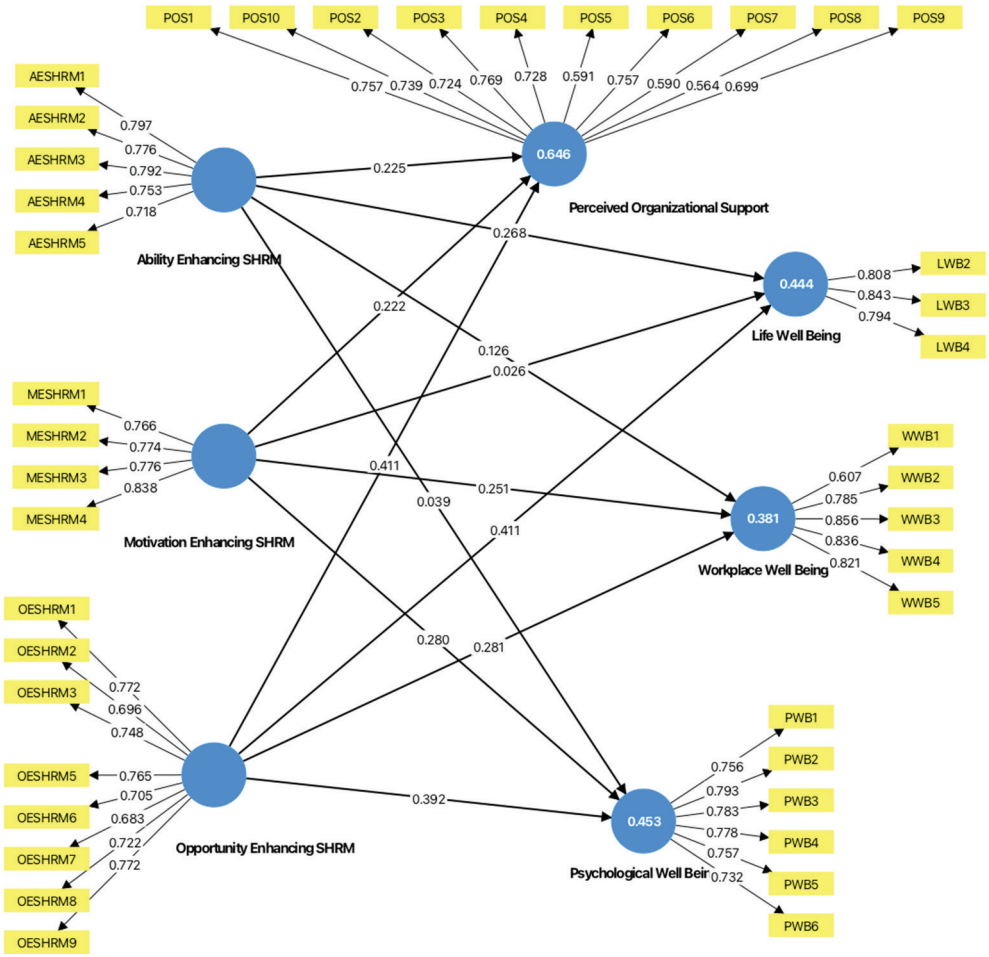
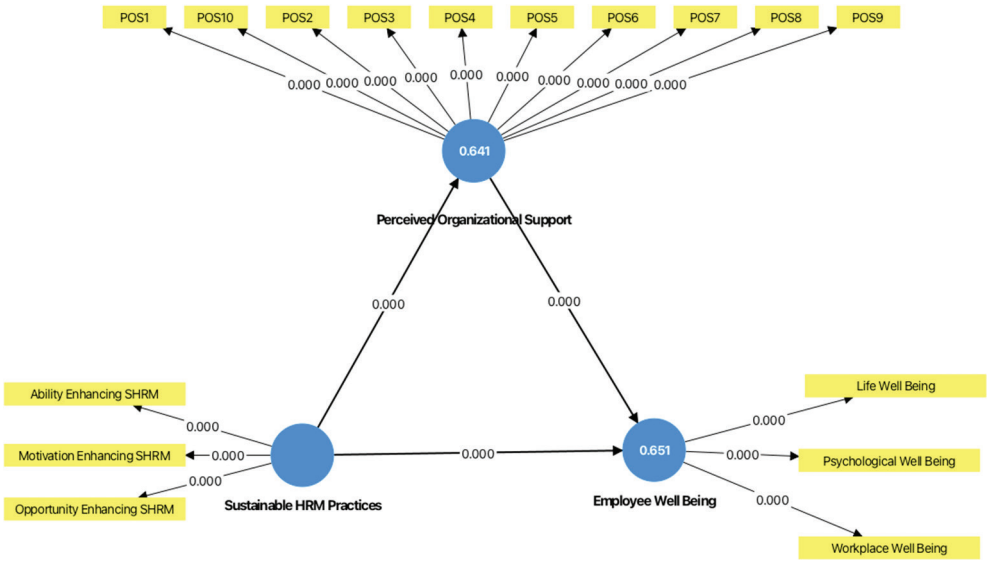


Table 6: Mediation analysis

Hypothesis	Direct effect	Indirect effect	Total effect	VAF (%)	Explanation	Result
H_4-SHRM>POS>EWB	0.476	0.381	8.427	IE/TE-45.2%	Partial	Accepted

Figure 3: Mediation model



The conservation of resources theory and the job demands-resources framework, which both highlight the protective function of organizational support, provide additional support for the SHRM → POS → employee well-being pathway. Sustainable HRM practices give workers the tools (skills, involvement, acknowledgment, and work-life balance) they need to reduce stress and restore their own abilities. POS improves psychological well-being, increases engagement, and lessens stress when these resources are perceived as providing real care (Gabriel and Aguinis, 2022). POS is a vital emotional anchor that stabilizes well-being and promotes long-term retention in healthcare organizations, where employees often suffer from moral distress and compassion fatigue.

Strengthening this pathway in healthcare settings has advantages beyond improving employee outcomes. Increased well-being promotes patient communication, teamwork, and error reduction, all of which lead to safer and better care (Ho and Kuvaas, 2020). Thus, S-HRM becomes not just an HR strategy but also a strategy for organizational sustainability and patient safety. Integrating sustainable HR practices through the AMO lens—while fostering POS—represents a potent strategy for long-term stability for hospitals dealing with workforce shortages, burnout epidemics, and increasing complexity.

The results of this study provide important evidence for SHRM based on the Ability–Motivation–Opportunity (AMO) framework as it relates to employees' perceptions of organizational support and well-being. In line with prior work, findings indicate that SHRM practices basing on the AMO theory make a significant contribution to promoting a favorable organizational climate. When we keep learning, when we are encouraged to develop our abilities when development opportunities emerge, it follows apparently that the organization signals to us in these ways that it is committed to developing with us so that we feel appreciated. Likewise, motivation inducing practices, such as noticing of performances, fair payoffs, and transparent PT policies reinforce the emotional attachment to the organization. HR practices that enhance opportunities, particularly participative decision-making, voice mechanisms and co-operative work designs further enhance employees' sense of discretion and meaningful contribution. Overall, these practices will be able to shape a good- quality social exchange relationship between employees and organization which is represented by high level of POS.

The results also highlight the crucial mediating function of POS in the relationship between employee well-being and sustainable HRM. POS serves as a critical psychological mechanism through which SHRM practices impact employees' mental, emotional, and physical well-being, even though these HR practices directly contribute to positive well-being outcomes, according to the mediation analysis. This implies that employees view sustainable HR initiatives as authentic organizational care rather than just administrative systems, which improves their sense of safety, community, and purpose at work. As a strategic means of transforming long-term HR investments into better employee outcomes, the mediating effect emphasizes the significance of cultivating supportive relationships.

Furthermore, the findings highlight the wider ramifications of implementing an HR philosophy that is driven by sustainability. Businesses that implement AMO-driven sustainable HR practices are more likely to develop a people-centered workplace culture, which improves long-term performance and organizational resilience in addition to enhancing individual well-being. The fact that employee well-being is a key indicator of organizational sustainability rather than a secondary result is in line with the current global conversations on sustainable workplaces. The study's overall findings indicate that Sustainable HRM is relevant in modern organizational contexts and that it greatly improves POS and well-being when planned and implemented strategically using the AMO lens.

5.1. Theoretical and Managerial Implications

Three major theoretical contributions are made by the study. By demonstrating how Sustainable HRM, as seen through the AMO framework, directly affects employee perceptions by improving their skills, motivation, and opportunities, it first reinforces HRM theory. By establishing Perceived Organizational Support

(POS) as a mediating psychological mechanism that explains how sustainable HR practices translate into improved employee well-being, it secondly supports social exchange theory. Third, by showing that sustainable, people-centric HR systems have a greater impact on employee well-being than just individual factors, it broadens the body of research on well-being.

The results encourage managers to implement AMO-driven Sustainable HRM practices, like capability-building, equitable compensation, and participatory decision-making, as a way to demonstrate true organizational concern. POS greatly increases the impact of sustainable HR initiatives on well-being, so managers should actively foster a supportive environment through open communication, acknowledgment, and compassionate leadership. In order to make sure HR procedures are genuinely seen as helpful, the study also counsels leaders to treat SHRM as a long-term strategic investment ingrained in company culture and to routinely gather employee input.

5.2. Limitations and Directions for Future Research

There are certain limitations to the current study that can be addressed in subsequent research. Firstly, the use of cross-sectional, self-reported data may introduce common method bias and restrict causal interpretations. Second, the findings' generalizability may be diminished by the sample's potential under representation of various industries, cultures, regions, and organizational sizes. Third, other contextual or psychological factors that might affect the relationship between Sustainable HRM and well-being are not included in the study, which solely concentrates on POS as the mediator.

Future studies can overcome these constraints by utilizing multi-source or objective data to bolster validity and longitudinal designs to prove causation. Researchers can also look at other moderators or mediators, like organizational justice, job engagement, or psychological safety, and investigate how the model is impacted by culture, industry, or leadership. In order to comprehend their effects on POS and well-being in changing work environments, more research could look into new digital or green HRM practices.

6. CONCLUSION

All things considered, integrating Sustainable HRM with the AMO framework and the mediating role of Perceived Organizational Support offers a thorough approach to enhancing worker well-being in the healthcare industry. Sustainable HR strategies that improve workers' abilities, drive, and involvement build a cohesive system that promotes both physical and mental wellness. Employee POS rises when they believe that the company truly values and cares about them, which lowers burnout, boosts engagement, and boosts morale.

This integrated approach is particularly important in the healthcare industry, where workload pressures, emotional strain, and ethical demands are high. Healthcare organizations can improve staff retention, develop a more resilient workforce, and ultimately raise the standard of patient care by promoting POS through well-designed S-HRM practices. Therefore, implementing SHRM based on the AMO model is not only advantageous but also necessary for developing high-performing, long-lasting, and healthy healthcare systems.

This study demonstrates how, when viewed through the lens of the AMO framework, Sustainable HRM significantly improves employee well-being, primarily due to the mediating effect of perceived organizational support. Practices that improve ability, motivation, and opportunities make workers feel appreciated, supported, and involved, all of which have a positive effect on their well-being. The study offers compelling evidence that sustainability-oriented HR practices are critical for establishing supportive and healthy workplaces, despite its limitations including its cross-sectional design, self-reported data, and focus on Punjab's healthcare industry. Overall, the results show that sustainable human resource management (HRM) is a key factor in both organizational sustainability and worker well-being.

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