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Putting sustainable human resource management and workplace eudaimonic well-being into cross-cultural context

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ABSTRACT

This study examines how sustainable human resource management (HRM) impacts employee work engagement and eudaimonic well-being across cultural contexts that differ on individualism-collectivism dimension. Theoretically, the study draws from Self-Determination Theory (SDT; Ryan & Deci, 2017) and the model of culture fit (Aycan et al., 1999). Using data from 14,502 employees nested in 54 countries working in a variety of positions across different sectors, we found support for our hypothesized model—that is, sustainable HRM was positively related to employee eudaimonic well-being via enhanced work engagement. The study found that one moderating effect—the relationship between work engagement and eudaimonic well-being—was stronger in countries that are more individualistic rather than collectivistic. The findings provide support for the universality of the SDT-based approach to understanding employee experiences based on sustainable HRM and cultural variations that inform work-related eudaimonic well-being. Our study advances existing cross-cultural research on sustainable HRM and employee well-being.

1. Introduction

Sustainable human resource management (HRM) is commonly defined as a holistic system of HRM practices and strategies that go beyond a narrow focus on organisational performance to simultaneously pursue environmental, social, and economic goals (Aust et al., 2020; Ehnert, 2009; Kramar, 2014; Poon & Law, 2022; Ren et al., 2023; Stahl et al., 2020). Although specific operationalizations differ, sustainable HRM encompasses people management practices designed to support both organisational sustainability objectives and employee needs (Shen & Jiuhua Zhu, 2011; Van Buren III, 2022). To achieve those aims, sustainable HRM practices are characterized by a strong orientation on fairness, justice, respect for human rights, and self-development of employees' needs (Stankevičiūtė & Savanevičienė, 2018), as well as a focus on health and safety, access to training, and high-quality jobs (Ehnert et al., 2016).

Evidence shows that sustainable HRM adoption (e. g., Diaz-Carrion et al., 2018; Mayrhofer et al., 2024; García-Cruz et al., 2025) and implementation (Ren et al., 2023) are anchored in cultural beliefs. Nevertheless, how sustainable HRM impacts employee outcomes such as work engagement and well-being, and the extent to which this

relationship differs by cultural context are questions less well understood (Qamar et al., 2024; Richards, 2022). Our current knowledge is informed by comparisons between selected Western countries and by qualitative explorations in the developing country context (e.g., Martela et al., 2023; Schütte et al., 2014). Using a cross-national, multilevel survey of 14,502 working adults from 54 countries, this research aims to provide novel insights into how sustainable HRM impacts employee outcomes (work engagement and eudaimonic well-being) across cultural contexts that differ in an individualism-collectivism dimension. Theoretically, the study is informed by Self-Determination Theory (SDT; Ryan & Deci, 2017) and the model of cultural fit (Aycan et al., 1999; Peretz, 2024).

Our study makes three key contributions. First, by focusing on eudaimonic well-being—the experience of purpose, self-realization, and optimal functioning (e.g., der Kinderen & Khapova, 2021)—we respond to recent calls for a deeper understanding of employee flourishing within the HRM literature (der Kinderen & Khapova, 2021). The concept of sustainable HRM has evolved considerably in recent years, with growing emphasis on an outside-in perspective and on advancing the principles of the common good (Aust et al., 2020). From this standpoint, sustainable HRM does not merely respond to external pressures but also

actively engages with the broader challenges facing humanity, seeking ways to contribute to their resolution (Matthews et al., 2025). A central dimension of these efforts is human flourishing, recognised as a critical aspect of social well-being and a key objective for sustainable HRM (Bratton et al., 2025). Notably, in this study we conceptualise employee well-being not as a mechanism for achieving organisational outcomes, but rather as an end goal of sustainable HRM and of organisations themselves. This perspective brings sustainable HRM into closer alignment with the sustainable development goals (SDGs), positioning it as a pathway for organisations to contribute meaningfully to social and environmental progress moving beyond exploring instrumental function of sustainable HRM (Zhang et al., 2022). Building on this foundation, our study examines how, and under what conditions, sustainable HRM can realise these objectives in practice.

Second, we identify work engagement (i.e., employees' vigour, dedication and absorption; Schaufeli et al., 2002) as a core motivational process through which sustainable HRM affects well-being, extending prior research that emphasized direct effects or focused on alternative moderators such as organisational identification (Wojtczuk-Turek et al., 2024). In this way, we present a motivation-based mechanism to explain how sustainable HRM impacts employee well-being.

Third, we advance knowledge on the cross-cultural contingencies of sustainable HRM by showing how national culture conditions its effects on employee engagement and well-being. Current scholarship has criticized sustainable HRM for insufficiently engaging with specific national and cultural contexts (Cooke, 2025). This critique reflects the fact that sustainable HRM as a concept has largely emerged from a particular ideological and cultural environment—namely, Western traditions of left-leaning activism (Cooke, 2025). As a result, the policies and practices associated with sustainable HRM often carry assumptions shaped by that context, which might not easily transfer across diverse institutional or cultural settings. Marippanadar (2024) acknowledges that while the overarching values of global sustainable HRM resonate with many national cultures, tensions and mismatches remain. These tensions highlight the need for context-sensitive adaptations of sustainable HRM practices to ensure their effectiveness and legitimacy in different countries and cultural environments. Addressing this, our study examines sustainable HRM effectiveness in supporting employees' well-being in cultural contexts characterised by different levels of individualism. Our cross-national, multilevel approach based on data from 54 countries provides robust insights into both universal and culture-dependent aspects of sustainable HRM and employee well-being, extending previous studies and informing both theory and practice.

2. Theoretical framework

Scholarly interest in understanding how sustainable HRM impacts employee well-being has been gaining impetus since the start of the 2020s and, reflecting disciplinary orientations, several theoretical frameworks, including stakeholder theory, institutional theory, and social identity theory, have been dominating this analysis (Qamar et al., 2024). The focus of this paper is on employees' eudaimonic well-being, concerning psychological fulfilment, positive functioning, and flourishing. Accordingly, we offer a motivational approach to explain of how sustainable HRM impacts employee well-being, specifically using SDT (Ryan & Deci, 2017).

2.1. Sustainable HRM and employee eudaimonic well-being

According to SDT (Ryan & Deci, 2017), fulfilment of basic psychological needs of autonomy, competence, and relatedness fosters intrinsic motivation, work engagement, and work-related well-being. Extant research on HRM and employee well-being shows that progressive employment systems, such as sustainable HRM, that focus on long-term orientation, care of employees, care of the environment, employee participation and social dialog, external partnership, ethical orientation

beyond labour regulations, fairness, and equality (Aust et al., 2020; Dyllick & Muff, 2016; Ehnert, 2009; Kramar, 2014; Poon & Law, 2022; Ren et al., 2023; Stankevičiūtė & Savanevičienė, 2018), are consistently associated with basic psychological need satisfaction through work (Goštautaitė et al., 2019).

Lataster et al. (2022), drawing on SDT, demonstrated a relationship between the three basic psychological needs and well-being across all ages. This is further supported by other research showing that satisfaction of psychological needs for autonomy, competence, and relatedness is essential for enhancing autonomous motivation, which in turn promotes eudaimonic well-being (Martela & Sheldon, 2019) and psychological well-being regardless of age or culture (Tang et al., 2021). Therefore, the impact of sustainable HRM, oriented toward meeting employees' needs as well as strengthening their motivation and development, translates into their eudaimonic well-being.

Eudaimonic well-being is a dimension of subjective evaluation regarding the optimal way of functioning for a person related to the satisfaction of basic needs. It is often treated as an indicator of basic need satisfaction as described within SDT (Joshianloo, 2018; Martela & Ryan, 2023; Martela & Sheldon, 2019). Accordingly, we expect that sustainable HRM, as an HRM system that has been shown to satisfy employees' basic psychological needs, translates into their eudaimonic well-being, where through their employment employees experience they are "doing well" and "feeling well" (Martela & Sheldon, 2019). This is reflected in our first hypothesis:

Hypothesis 1. Perceived sustainable HRM is positively related to employee eudaimonic workplace well-being.

2.2. The mediating role of work engagement

Work engagement, referring to a positive, fulfilling, work-related motivational state that is characterized by vigour, dedication, and absorption (Abu-Mahfouz et al., 2023; Schaufeli et al., 2002), is argued to be a crucial mediator between various resources afforded by work (e.g., social/work resources) and work-related outcomes and well-being, such as psychological distress and life satisfaction (Mazzetti et al., 2023). Accordingly, work engagement has been positively associated with corporate purpose that benefits several stakeholders (Van Tuin et al., 2020) and with HRM systems that foster intrinsic motivation, work meaningfulness, and work flow (Albrecht et al., 2015; Bakker & Van Woerkom, 2017; Fairlie, 2011). Therefore, we would expect that sustainable HRM, as an HRM system known to satisfy employees' basic psychological needs and intrinsic motivation and work meaningfulness, to be positively associated with work engagement. There is also evidence that work engagement is associated with eudaimonic well-being, owing to the experience of meaning, personal growth, and fulfilment at work (Bakker et al., 2012; Martela & Ryan, 2023; Steger et al., 2008). Wider SDT-based research on the well-being effects of HRM has shown a pivotal role for work engagement in this relationship (Xanthopoulou & Bakker, 2021). Thus, we hypothesize that work engagement will be one of the motivational explanatory mechanisms through which sustainable HRM impacts eudaimonic well-being. This is formulated in Hypothesis 2:

Hypothesis 2. Work engagement mediates the relationship between perceived sustainable HRM and eudaimonic workplace well-being.

2.3. The moderating role of the cultural context

According to Kitayama and Markus (2000), because people necessarily live in culturally specific contexts, they would engage in strategies to improve well-being in culturally specific ways. The values and practices embedded in a culture influence how well-being is understood and experienced, for example, how work impacts individual well-being (Joshianloo et al., 2021; Krys et al., 2025). Therefore, much research has been devoted to understanding both how organisational practices

stimulate employee engagement and well-being in different cultures (Gaston-Breton et al., 2021; Gelfand et al., 2017; Hofstede et al., 2010; Kaufman, 2014) and how cultural values can contribute to optimal functioning and well-being (e.g., Diner, 2009; Joshanloo et al., 2021; Steel et al., 2018). Researchers are consistent in claiming that cultural factors differentiate all three variables of interest for this study: sustainable HRM (e.g., Diaz-Carrion et al., 2021; Mayrhofer et al., 2024), work engagement (e.g., Hu et al., 2014; Mazzetti et al., 2023), and eudaimonic well-being (e.g., Joshanloo, 2018). However, there is a lack of consensus regarding the hypothesis that cultural factors also play a moderating role in the relationship between HRM practices and employee outcomes. From a cross-cultural perspective, using the model of culture fit, we question the universality of the SDT explanation for how sustainable HRM impacts employee eudaimonic well-being. For understanding employee work engagement and well-being-related outcomes (Hu et al., 2014; Mazzetti et al., 2023; Steel et al., 2018), this is particularly a relevant question considering the individualism-collectivism cultural dimension, which gives primacy to personal-level versus group-level needs and concerns (Hofstede et al., 2010; Kim, 2024; Triandis, 1995).

From an SDT perspective, basic psychological needs are argued to be universal, and thus it can be assumed that satisfying these needs through HRM practices will be independent of the cultural context (Martela, 2024; Ryan & Deci, 2017). This assumption is further reinforced by empirical findings reporting the absence of a cultural effect of HRM (e.g., Rabi et al., 2014) or CSR (Garrido-Ruso & Aibar-Guzmán, 2022; Wang et al., 2020) on employee work outcomes.

The model of culture fit (Aycan et al., 1999; Kanungo et al., 2020), however, argues that the effectiveness of HRM practices and/or systems is dependent on their alignment with external contingencies, such as the cultural context (e.g., Jackson et al., 2014; Lepak & Shaw, 2008; Mayrhofer et al., 2024; Paauwe & Boselie, 2007). Cultural context distinguishes ways of relating to the immediate environment (individuality vs. social harmony), leading to a different criterion for social comparisons in both engagement and well-being (Hitokoto & Uchida, 2015). In fact, there is also empirical evidence that HRM practices may have a differential impact on employees' outcomes based on cultural dimensions (e.g., Hauff et al., 2015; Jang et al., 2018; Peretz, 2024; Peretz et al., 2018).

In individualistic cultures, personal autonomy and the need for self-realization are emphasized, with a sense of worth based on personal goal achievement (Hofstede et al., 2010). Marcus and Hamedani (2007) note that in individualistic cultures, self-esteem, self-promotion, and a strong ego are considered crucial to well-being and optimal functioning. In contrast, in collectivistic cultures, a group's welfare, harmony, and cohesion are placed above personal concerns. Kitayama and Markus (2000) point out that a more prized value for collectivist cultures is mutual compassion, with this possibly attributable to a lack of pursuit of personal happiness. Employees in collectivistic cultures usually will act according to the interest of the group, which might not always coincide with their individual interests or needs (Hofstede et al., 2010). This has led some to conclude that in more collectivist cultures, factors related to harmony are better predictors of well-being compared to self-esteem and self-development (Diener, 2009). Based on this evidence, applying a model of culture fit perspective, it can be argued that sustainable HRM practices, which empower employees by offering them choices in managing their work and professional development, are likely to be particularly effective in fostering employee eudaimonic well-being in individualistic cultures.

Hypothesis 3a. The cultural dimension of individualism-collectivism moderates the relationship between perceived sustainable HRM and eudaimonic workplace well-being, such that the relationship is stronger at higher levels of individualism at the country level.

In individualistic cultures, personal achievement and the maximization of pleasure relate to both hedonic and eudaimonic well-being

(Joshanloo, 2018; Steel et al., 2018), and engagement leads to greater meaning (Gaston-Breton et al., 2021). Therefore, we expect that sustainable HRM practices are more likely to gain acceptance and can be tailored to address diverse employee needs and preferences, thereby enhancing work engagement in individualistic cultures (Peretz, 2024). This is reflected in the following hypothesis:

Hypothesis 3b. The cultural dimension of individualism-collectivism moderates the relationship between perceived sustainable HRM and work engagement, such that the relationship is stronger at higher levels of individualism at the country level.

Individualistic cultures generally place a high value on diversity and tolerance (Hofstede et al., 2010). Sustainable HRM practices that prioritize diversity and inclusive workplace policies are likely to resonate strongly with employees in these cultures (Marcus et al., 2022), fostering greater engagement and inclusivity in the workplace, which in turn boosts overall well-being. Because work engagement emphasizes individual (as opposed to collective) experience, focusing employees on themselves and how they feel about their work and is associated with high-arousal emotions (vigor, absorption, and dedication), we argue that the relationship between work engagement and eudaimonic well-being will be stronger in individualistic cultures. This is reflected in the following hypothesis:

Hypothesis 3c. The cultural dimension of individualism-collectivism moderates the relationship between work engagement and eudaimonic workplace well-being, such that the relationship is stronger at higher levels of individualism at the country level.

Based on the above arguments, we propose a conceptual model that connects sustainable HRM with eudaimonic well-being, with the relationship mediated by the employee's work engagement and moderated by national culture when operationalized by individualism-collectivism (see Fig. 1).

3. Materials and methods

3.1. Sampling and research procedure

Owing to the study's cross-cultural nature, we aimed to include as many countries as possible in the research sample. Our main selection criterion was the Sustainable Development Goals Index Score 2022 (Sachs et al., 2022). It provides information on countries' overall progress toward the SDGs, as well as detailed ecological, social, institutional, and economic indicators. These indicators, along with the position of countries in achieving the SDGs, are useful for comparisons at the individual level. Guided by data contained in the SDGs Index Score 2022, we sent invitations to academic institutions and individual researchers working on sustainability, HRM, and organisational behaviour issues in more than 120 countries. In selecting countries, we focused on ensuring representativeness in terms of regional (6 continents), economic (highly developed and developing countries), level of SDG achievement (countries at different levels of SDG goal achievement) and cultural diversity. We received responses to the invitation from 43 country teams. To ensure inclusion of a larger number of countries in the sample, we used the snowball technique of soliciting contacts from researchers who had already accepted the invitation. As a result, we were able to confirm the participation of teams of researchers from 54 countries.

The final sample consisted of 14,502 working adults from 54 countries. The data were collected in 2022 by 110 researchers from different research centres located in each country. All national research teams followed a shared research protocol specifying recruitment criteria, questionnaire administration procedures, and ethical standards. Data collection was centrally coordinated, and all teams received identical instructions regarding inclusion criteria, translation procedures, and data handling. The different teams collected data using printed questionnaires and cloud-based surveys (e.g., MS Forms, Google).

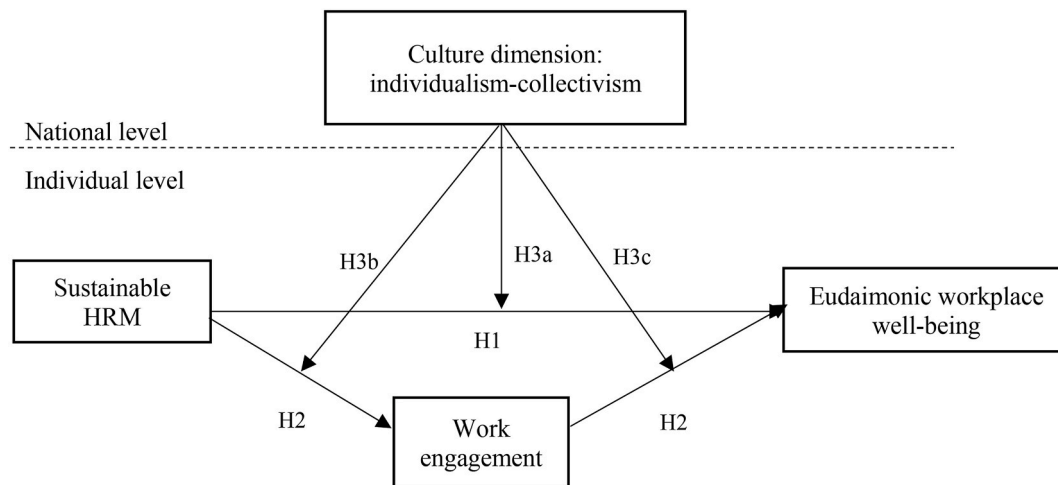


Fig. 1. Hypothesized multilevel mediation model.

Individuals were recruited for the survey only from small, medium, and large organisations in which HR management practices are developed and implemented. In the data collection procedure, an effort was made to maintain gender proportions.

The recruitment criteria for the study were as follows: 1) study participants had to be from a small, medium, or large organisation in which HRM practices are developed and implemented; 2) they should be employed in the enterprise sector; 3) they should have worked in their current company for at least 6 months; and 4) gender proportions should be maintained.

In this study, 55% of the participants were females, 48% worked at a large company (251–1000 employees), 28% worked at a medium-size firm (51–250 employees), and 24% worked at a small firm (10–49 employees). University-educated individuals composed most of the sample (78%). Participants age 25–34 years were the dominant age group (34%), followed by those age 35–44 years (24%). All participants had worked full-time in their current position for at least 6 months, and 34% had 1 to 5 years, 19% had 6 to 10 years, and 33% had more than 10 years of seniority in their position; 37% held a managerial position.

3.2. Measures

The study used questionnaires originally developed and validated in English. Original versions were administered in English-speaking countries, while in other countries the instruments were translated into national languages and back-translated following the *International Test Commission Guidelines for Translating and Adapting Tests* (International Test Commission, 2017). The factorial structure and discriminant validity of all study constructs were examined simultaneously using a single confirmatory factor analysis (CFA), which constituted the final joint measurement model. Accordingly, the reported model fit refers to the joint measurement model encompassing all study constructs. The final CFA model demonstrated good fit to the data: Satorra-Bentler scaled $\chi^2(292) = 9320.33$, RMSEA = .051, CFI = .953, TLI = .948, SRMR = .040. Standardized factor loadings for the final measurement model are reported in Supplementary Materials (Appendix 1). Reliability and convergent validity indicators are reported in the Results section.

3.2.1. Individual-level measures

Perceived Sustainable HRM was defined as “the adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals, with an impact inside and outside of the organisation and over a long-term time horizon while controlling for unintended side effects and negative feedback” (Ehnert et al., 2016, p. 90).

Sustainable HRM was measured using 15 items capturing two complementary dimensions. Twelve items assessing socially responsible HRM practices were drawn from Díaz-Carrion et al. (2018), and three items assessing green HRM practices were drawn from Dumont et al. (2017). Example items include “we minimize psychological and physical work risks”; “we promote sport and healthy living inside and outside work; for example, developing sports activities, raising awareness of the benefits of healthy living etc”; “we report on the performance of the company in economic, social and environmental issues”; “we develop transparent and unbiased selection processes”; “we give workers the opportunity to decide on their careers”; and “my company provides employees with green training to promote green values.”

In the measurement model, these two first-order dimensions were specified as indicators of a second-order sustainable HRM factor, reflecting the theoretical assumption that sustainable HRM integrates both social and environmental aspects (e.g., Ren et al., 2023). For hypothesis testing, a standardized latent factor score for sustainable HRM was estimated from a separate CFA model specifying the second-order structure, following confirmation of the joint measurement model.

Work engagement, defined as a positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption (Schaufeli et al., 2002), was measured with the 3-item ultra-short Utrecht Work Engagement Scale tool (UWES-3) (Schaufeli et al., 2019). Example items include “I am enthusiastic about my job”; “at my work, I feel bursting with energy”; and “I am immersed in my work”. In the measurement model, work engagement was specified as a single first-order latent factor. For subsequent analyses, a standardized latent factor score for work engagement was estimated from a separate single-factor CFA model.

Employee eudaimonic well-being was defined as “an employee’s subjective evaluation of his or her ability to develop and optimally function within the workplace” (Bartels et al., 2019, p. 3). It was measured using the 8-item Eudaimonic Workplace Well-Being Scale (EWWBS) (Bartels et al., 2019), which captures two broad components of optimal functioning at work: interpersonal and intrapersonal well-being. Example items include “I feel that I have a purpose at my work”; “I feel I am able to continually develop as a person in my job”; “my work is very important to me”; and “my work is very important to me”. In the measurement model, the two first-order components were specified as indicators of a second-order eudaimonic workplace well-being factor. For hypothesis testing, a standardized latent factor score for eudaimonic workplace well-being was estimated from a separate CFA model specifying the second-order structure.

3.2.2. Country-level measures

Culture dimensions were assessed using Hofstede's cultural indicators based on the Culture Compass™ tool (<https://www.hofstede-insights.com/country-comparison/>). The assessment was done using a standardized tool that determines the placement of a cultural dimension on a continuum on a scale of 0–100. We used Hofstede's cultural indicators because of the tool's ubiquity in previous cross-cultural studies (Taras et al., 2012) and, most importantly, the availability of data for all countries in the sample. Following our hypotheses, in the analyses we used country-level data on one dimension: individualism-collectivism.

Country Human Development Index. Given the multilevel nature of the study, we used a country's Human Development Index (HDI) as a control variable. The HDI is a composite index that measures a country's average achievements in three basic dimensions of human development: health, education, and standard of living. By including HDI as a control variable, we can account for the country-level variation in their overall development levels and its potential influence on the outcome of interest (eudaimonic workplace well-being) (Joshani, 2018). Controlling for HDI helps to distinguish between effects resulting from actual cultural differences and effects resulting from socioeconomic development levels. This is largely because HDI is highly correlated with cultural individualism (e.g., Hofstede et al., 2010; Joshani, 2018; Steel et al., 2018; Zidkova et al., 2025), which may distort the explanation of variance for employee outcomes.

3.3. Analytical strategy

According to the goals of the study, country was specified as the clustering variable, reflecting the hierarchical structure of the data, with employees nested within countries. Prior to testing our hypotheses, we addressed the potential risk of common method bias (CMB) owing to the exclusive reliance on self-reported data. In line with established recommendations (Podsakoff et al., 2003, 2024), we conducted Harman's single-factor test and compared a single-factor model with our hypothesized measurement structure using confirmatory factor analysis (CFA). These procedures allowed us to assess whether CMB might pose a serious threat to our findings.

Subsequently, we estimated the measurement model using CFA with robust maximum likelihood estimation (MLM; Satorra–Bentler correction). Model fit was evaluated using the χ^2 test, the root mean square error of approximation (RMSEA), the Comparative Fit Index (CFI), the Tucker–Lewis Index (TLI), and the standardized root mean square residual (SRMR). The following criteria for adequate model fit were adopted: CFI and TLI > .90 and SRMR and RMSEA < .08 (Kline, 2016). CFA was conducted on the item-level covariance matrix.

The final dataset contained no missing responses, as complete questionnaires were obtained from all participating countries; therefore, all analyses were conducted on complete data without the need for procedures for handling missing data.

Following confirmation of the measurement model, latent factor scores were computed for the three focal constructs used in the main analyses: sustainable HRM, work engagement, and eudaimonic workplace well-being. To ensure stable score estimation and to avoid potential bias associated with shared measurement error in a large and complex joint model, factor scores were estimated separately for each construct using dedicated CFA models reflecting their respective factorial structures. Factor scores were estimated using the regression method and subsequently z-standardized (lavPredict). Using standardized latent factor scores allowed us to retain the latent measurement structure while facilitating interpretation and comparability of coefficients in linear models (Devlieger et al., 2016). Predictors were entered into the models without additional centering; consequently, the estimated effects represent combined within- and between-country associations rather than purely within-country effects.

To test the hypotheses, we applied multilevel linear regression

models (hierarchical linear modelling [HLM]) to account for the nested structure of the data (employees nested within countries). The models were estimated using the lme4 package in R (Bates et al., 2015). This modelling framework allows the simultaneous estimation of individual-level (Level 1) and country-level (Level 2) effects while appropriately accounting for the nonindependence of observations within countries.

We estimated random-intercept models, allowing the mean level of the dependent variables (DVs) to vary across countries while assuming fixed slopes for the predictors. The use of random intercepts was justified by the presence of nontrivial between-country variance in the baseline (null) models. Specifically, the intraclass correlation coefficients (ICCs) indicated that 8% of the variance in eudaimonic workplace well-being and 11% of the variance in work engagement were attributable to differences between countries. These values exceed commonly used thresholds indicating meaningful clustering and support the use of multilevel modelling (Dyer et al., 2005).

In the reported models, the random-effects parameters represent variance components of the hierarchical structure. Specifically, the parameter σ^2 represents the residual variance at the individual level (within-country variability), whereas τ_{00} represents the variance of the random intercepts at the country level (between-country variability). Together, these components describe how much of the total outcome variance is attributable to individual-level versus country-level differences. We fitted five models predicting eudaimonic workplace well-being (Models 1–5) and three models predicting work engagement (Models 6–8).

Model 1 served as the baseline (null) model with no predictors and was used to calculate the ICC. Model 2 included a single individual-level predictor (sustainable HRM as an independent variable [IV]). Model 3 extended Model 2 by adding work engagement as a mediator (M). Model 4 incorporated a country-level variable (individualism-collectivism), along with cross-level interaction effects of work engagement by the country's individualism and sustainable HRM by the country's individualism. Model 5 replicated Model 4 while also controlling for the country's level of socioeconomic development, operationalized using the HDI. The HDI was included because national development conditions shape employees' opportunities for growth and well-being and may confound culture–outcome links. Moreover, given the documented overlap between HDI and cultural individualism, controlling for HDI provides a conservative test of whether individualism explains variance in outcomes beyond socioeconomic development.

We also fitted three models that examine the relationship between sustainable HRM (IV) and work engagement (mediator). Model 6 served as the baseline model used to calculate the ICC. Model 7 included sustainable HRM as an individual-level predictor of work engagement. Model 8 added country-level individualism and the cross-level interaction between sustainable HRM and individualism.

Model fit comparisons across nested models were evaluated using changes in the $-2 \log$ -likelihood ($\Delta -2LL$) and the Akaike information criterion (AIC). In addition, we report marginal R^2 , representing the variance explained by fixed effects, and conditional R^2 , representing the variance explained by both fixed effects and random effects.

Finally, we tested a multilevel mediation model by combining the best-fitting model predicting eudaimonic workplace well-being and the best-fitting model predicting work engagement. To assess the mediation effect while accounting for the hierarchical data structure, we estimated the average causal mediation effects (ACME), representing the indirect effect of the IV (sustainable HRM) on the DV (workplace eudaimonic well-being), through the mediator (work engagement). Additionally, we computed the average direct effects (ADE) and the proportion mediated (ACME divided by the total effect).

All statistical analyses were conducted in R (R Core Team, 2025) using the following packages: tidyverse (Wickham et al., 2019), psych (Revelle, 2015), lavaan (Rosseel, 2012), lme4 (Bates et al., 2015) and mediation (Tingley et al., 2014).

4. Results

4.1. Measurement models

To examine the potential influence of CMB, we first conducted Harman's single-factor test by entering all study items into an exploratory factor analysis without rotation. The first factor accounted for 39% of the variance, which is below the commonly used threshold of 50% (Podsakoff et al., 2003). In addition, a one-factor CFA solution (see Table 1) showed poor fit, further suggesting that a common latent method factor could not adequately explain the covariance among the items. Together, these results provide evidence that CMB is unlikely to pose a serious threat to the validity of our findings.

We next evaluated the full measurement model through CFA, which comprised 3 s-order latent variables: sustainable HRM, work engagement, and eudaimonic workplace well-being. (CFA for the final measurement model is included in Appendix 1 of the Supplementary Materials.) The fit of this model was compared to alternative specifications, including a two-factor model (with work engagement combined with eudaimonic well-being) and a one-factor model. As shown in Table 1, the hypothesized 3 s-order factor model demonstrated the best fit to the data, providing strong support for the distinctiveness of study constructs. Moreover, its substantially better fit relative to the two-factor and one-factor alternatives further corroborates discriminant validity, indicating that the constructs are related yet empirically separable.

4.2. Descriptive statistics

A total of 54 samples from different countries were included in this study (detailed characteristics of the sample are provided in Appendix 2 of the Supplementary Materials). As described previously, standardized latent factor scores for the three focal variables were computed for each participant based on the CFA results. Table 2 presents descriptive statistics (means and standard deviations), intercorrelations, and reliability and validity indices for these variables in the total sample. As expected for standardized factor scores, the means of all variables equal 0, and standard deviations are below 1, reflecting the regression-based estimation of factor scores. All three constructs demonstrated excellent internal consistency, as indicated by McDonald's omega coefficients. In addition, composite reliability (CR) values exceeded the recommended threshold of .70, and average variance extracted (AVE) values were above .50, providing evidence of adequate convergent validity. Discriminant validity was further supported using the Fornell–Larcker criterion, which was deemed appropriate given the CFA-based measurement model with higher-order factors. Specifically, as shown in Table 2, the square roots of AVE for each construct exceeded the corresponding interconstruct correlations.

4.3. Hypotheses testing

Table 3 presents the results of the multilevel models predicting eudaimonic workplace well-being. As can be seen, in Model 1, 8% of the

Table 2

Means, standard deviations, reliability, and intercorrelations for the main variables (standardized CFA-based factor scores).

	M	SD	ω	CR	AVE	1	2
1. Sustainable HRM	.00	.81	.94	.94	.74	–	
2. Work engagement	.00	.87	.87	.87	.68	.39**	–
3. Eudaimonic workplace well-being	.00	.82	.89	.91	.83	.47**	.56**

Note: N = 14,502; M = mean; SD = standard deviation; ω = McDonald's omega; CR = composite reliability; AVE = average variance extracted. Correlations are Pearson correlations based on standardized latent factor scores. **p < .01.

variance in employees' eudaimonic workplace well-being was attributable to between-country differences (ICC = .08), indicating that the use of multilevel modeling was appropriate (Dyer et al., 2005).

In support of Hypothesis 1, perceived sustainable HRM was positively associated with employees' eudaimonic well-being (see Model 2, B = .48, 95% CI [.46, .49], p < .01). Thus Hypothesis 1 was supported.

Model 3 tested the role of work engagement in predicting eudaimonic workplace well-being. The results show that work engagement was positively related to workplace well-being (B = .42; 95% CI [.40, .43], p < .01). Furthermore, the mediation analysis revealed that the effect of sustainable HRM on eudaimonic workplace well-being was partially mediated by work engagement, supporting Hypothesis 2. The indirect effect (ACME) was .19 (p < .01). Detailed mediation results are presented in Fig. 2.

Model 4 introduced country-level individualism as a contextual predictor. A significant main effect of individualism emerged, indicating that employees in more individualistic countries reported lower levels of eudaimonic workplace well-being (B = −.002, 95% CI [−.003, −.001], p < .05).

The analysis of cross-level interactions revealed that country-level individualism moderated the relationship between work engagement and eudaimonic workplace well-being. Specifically, the positive association between work engagement and workplace well-being was stronger in more individualistic countries (B = .002, 95% CI [.001, .003], p < .01), providing support for Hypothesis 3c (see Fig. 3). Importantly, these effects remained substantively unchanged after controlling for the country's level of socioeconomic development using the HDI (Model 5). The interaction between work engagement and individualism remained significant, whereas the main effect of individualism was no longer statistically significant. In contrast, the interaction between sustainable HRM and individualism was not significant in either Model 4 or Model 5, providing no support for Hypothesis 3a.

Table 4 reports the results of the multilevel models predicting work engagement. As shown in Model 6, 11% of the variance in employees' work engagement was attributable to between-country differences (ICC = .11). In Model 7, sustainable HRM emerged as a strong positive predictor of work engagement (B = .44, 95% CI [.43, .46], p < .01). However, contrary to Hypothesis 3b, country-level individualism did not moderate the relationship between sustainable HRM and work engagement (Model 8, B = −.0003, 95% CI [−.001, .001]). Thus, Hypothesis 3b was not supported.

5. Discussion

Using multilevel and cross-cultural data, this study examines how cultural dynamics impact the relationship between sustainable HRM and eudaimonic well-being. By doing so, we emphasize that eudaimonic well-being is a significant employee outcome associated with sustainable goals (Joshani & Jovanović, 2021; Kryš et al., 2025; Martela, 2024). The study's focus on eudaimonic well-being strategically aligns with the objectives of sustainable HRM, aimed at achieving long-term organisational resilience and fulfilling corporate social responsibilities while focusing on economic goals and employees'

Table 1

A comparison of CFA fit indices for the different version of the measurement model.

Model	Structure	χ^2/df	CFI	TLI	SRMR	RMSEA
Baseline model	Three second-order factors	31.918	.956	.951	.040	.046
Model 1	Two-factor (SusHRM and EWW + WE)	168.842	.791	.772	.069	.108
Model 2	One-factor	312.739	.610	.576	.122	.147

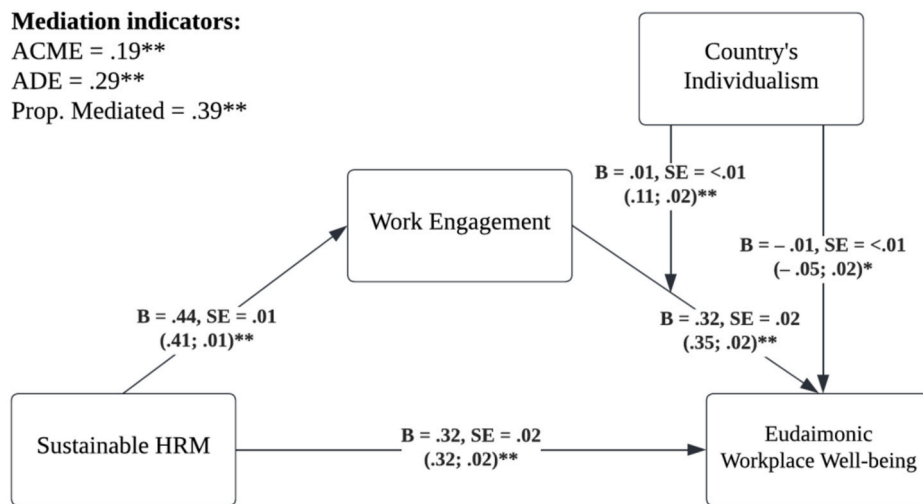
Note: SusHRM – Sustainable Human Resources Management; WE – Work Engagement; EWW – Eudaimonic Workplace Well-being; + variables combined.

Table 3

Results of the multilevel models predicting employee's eudaimonic workplace well-being.

Model type	Predictor	Model 1	Model 2	Model 3	Model 4	Model 5
Fixed effects		B [95% CI]	B [95% CI]	B [95% CI]	B [95% CI]	B [95% CI]
Baseline	Intercept	.04 [−.03, .10]	.02 [−.02, .07]	.02 [−.02, .05]	.10 [.02, .17]*	.35 [.06, .64]*
Individual-level variables (L1)	Sustainable HRM	–	.48 [.46, .49]**	.29 [.28, .31]**	.32 [.29, .35]**	.32 [.28, .35]**
	Work Engagement	–	–	.42 [.40, .43]**	.32 [.29, .35]**	.32 [.29, .35]**
Country-level variables (L2)	Individualism (IND)	–	–	–	−.002 [−.003, −.001]*	−.001 [−.001, −.002]
	Human Development Index	–	–	–	–	−.38 [−.80, .04]
Cross-levels interaction component	Sustainable HRM x IND	–	–	–	−.001 [−.001, .001]	−.001 [−.001, .001]
	Work Engagement x IND	–	–	–	.002 [.001, .003]**	.002 [.001, .003]**
Random effects	Residual (σ^2)	.61	.49	.39	.39	.39
	Intercept (τ_{00})	.05	.02	.02	.01	.01
Multilevel Models' Fit Indices	$\Delta -2LL$	–	3213.15**	3262.95**	51.66**	3.00
	AIC	34,172.7	30,961.5	27,700.6	27,654.9	27,653.9
	Marginal R^2	.00	.23	.39	.40	.40
	Conditional R^2	.08	.26	.41	.42	.42

Note: $N = 14,502$; countries = 54. Unstandardized fixed-effect coefficients (B) are reported with 95% Wald confidence intervals in brackets. All individual-level predictors are standardized latent factor scores derived from CFA. ICC (Model 1) = .08. $p < .05^*$, $p < .01^{**}$.



Notes: For clarity, only statistically significant effects are shown in the figure; B – unstandardized regression coefficient, SE – standard error, standardized parameters of the model are given in parentheses.

* $p < 0.05$; ** $p < 0.01$.

Fig. 2. Mediated moderated model of eudaimonic well-being – the results of the mediation model 4.

Notes: For clarity, only statistically significant effects are shown in the figure; B – unstandardized regression coefficient, SE – standard error, standardized parameters of the model are given in parentheses. * $p < 0.05$; ** $p < 0.01$.

needs—human-centered HRM (Cook & Rogovsky, 2023). Using SDT alongside the model of culture fit, our analysis provides a nuanced cross-cultural understanding of the work-related eudaimonic well-being. Overall, our study contributes to the current debates on corporate sustainability in general (e.g., Cheah & Lim, 2024; Wang et al., 2024), and more specifically on the employee outcomes of sustainable HRM (Qamar et al., 2024) and their applicability across cultures that differ in the individualism–collectivism dimension.

5.1. Implications for theory and research

Our research confirms the relationship between sustainable HRM and employee eudaimonic well-being using evidence from 54 countries. Sustainable HRM is argued to shape employee experience by creating

favourable working conditions, as well as by enabling employees to work toward the greater good, social goals, and environmental activities (Zhao et al., 2023). Our study shows both direct and indirect effects of sustainable HRM (through increased work engagement) on eudaimonic well-being. Using the SDT perspective, the study's first meaningful contribution is toward expanding the “black box” of the sustainable HRM–employee outcomes relationship.

First, the findings demonstrate the motivational processes through which sustainable HRM improves employee well-being. Based on the findings, we argue that sustainable HRM is a crucial managerial tool for employee basic needs satisfaction, increasing intrinsic work motivation and work engagement and thereby enhancing their experience of purpose and fulfilment, that is, eudaimonic well-being. As such, sustainable HRM, through its motivational effects, may represent a novel approach

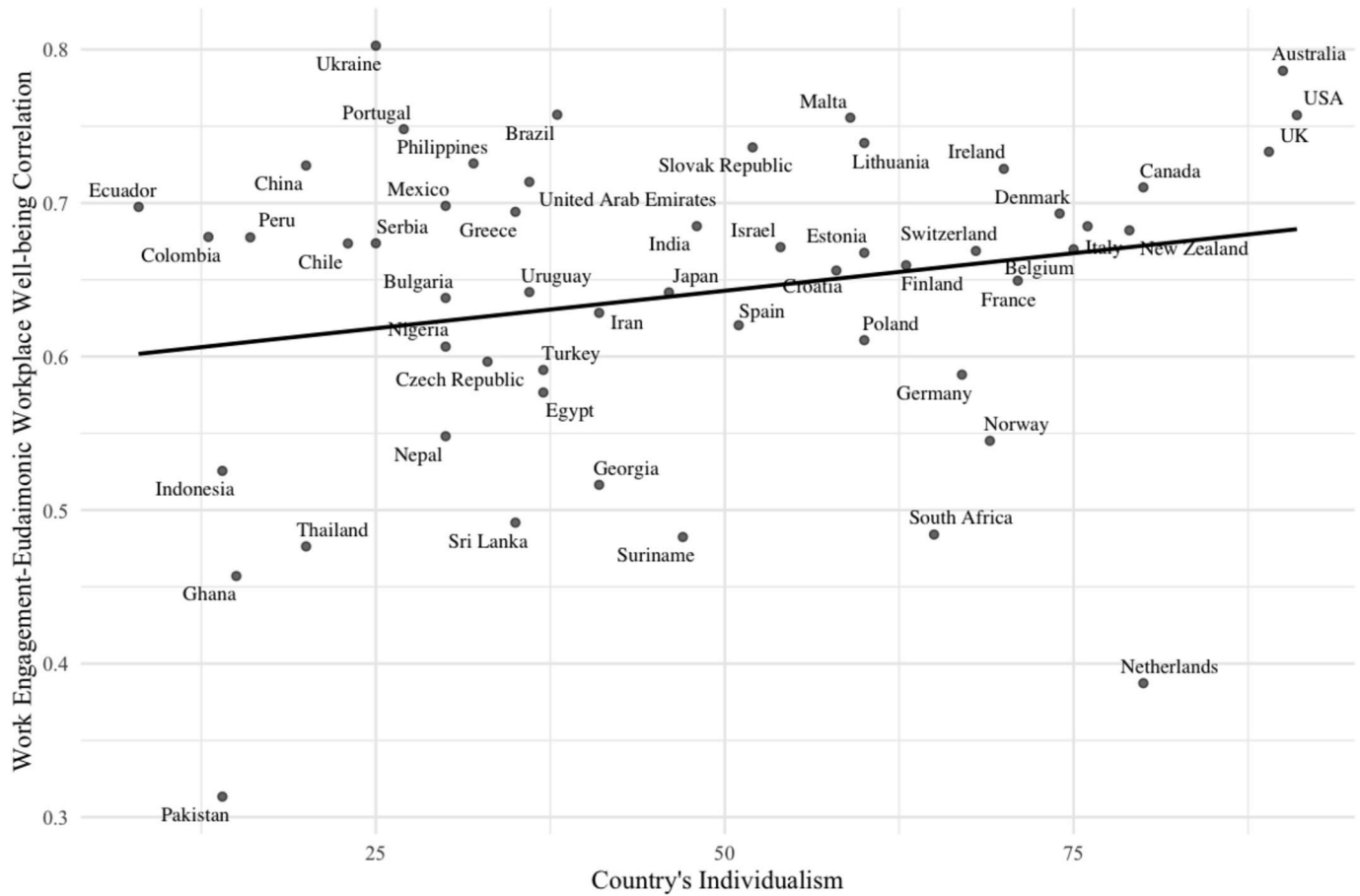


Fig. 3. Pearson correlation between work engagement and eudaimonic workplace well-being by countries' individualism-collectivism.

Table 4
Results of the multilevel models predicting employee's work engagement.

Model type	Predictor	Model 6	Model 7	Model 8
Fixed effects		B [95% CI]	B [95% CI]	B [95% CI]
Baseline	Intercept	.02 [−.06, .10]	.01 [−.06, .17]	−.00 [−.18, .17]
Individual-level variables (L1)	Sustainable HRM	–	.44 [.43, .46]**	.46 [.42, .49]**
Country-level variables (L2)	Individualism (IND)	–	–	.00 [−.003, .004]
Cross-levels interaction component	Sustainable HRM x IND	–	–	−.00 [−.001, .001]
Random effects	Residual (σ^2)	.67	.56	.56
	Intercept (τ_{00})	.08	.08	.08
Multilevel	$\Delta -2LL$	–	2486.90**	.56
Models' Fit Indices	AIC	35,468.1	32,983.2	32,986.6
	Marginal R^2	.00	.17	.17
	Conditional R^2	.11	.27	.27

Note: $N = 14,502$; countries = 54. Unstandardized fixed-effect coefficients (B) are reported with 95% Wald confidence intervals in brackets. Sustainable HRM is a standardized latent factor score derived from CFA. ICC (Model 6) = .11. $p < .05^*$, $p < .01^{**}$.

to intrinsic motivation and work engagement in the workplace (Rigby & Ryan, 2018). Second, the findings validate the pivotal role of work engagement, as a motivational process, in explaining how human resource management impacts employee outcomes (e.g., Jeronimo et al., 2020; Xanthopoulou & Bakker, 2021). Hence, the findings suggest that sustainable HRM's influence on eudaimonic well-being is driven at

least partially by the sense of purpose and meaning that it instills in employees. Motivational processes, beyond social exchange theory, have not yet been the focus of research on sustainable HRM and well-being (Qamar et al., 2024). Our findings call for future studies exploring the motivational effects and outcomes of sustainable HRM.

The study's second theoretical contribution is concerned with understanding the cultural boundary conditions surrounding sustainable HRM's impact on employee well-being, using the model of culture fit (Aycan et al., 1999; Peretz, 2024). Contrary to the model of culture fit postulations, our findings support a universalistic role for sustainable HRM's impact on both work engagement and eudaimonic well-being. Hence, the study supports the cultural independence of HRM (e.g., Rabl et al., 2014) or CSR (Garrido-Ruso & Aibar-Guzmán, 2022) on employee engagement and well-being across cultures. The findings also are consistent with the universalistic assumptions of SDT regarding employee basic need satisfaction through HRM (Ryan & Deci, 2017). While we know that HRM adoption and implementation may differ based on the cultural (e.g., Qamar et al., 2024; Richards, 2022), and institutional contexts (e.g., Diaz-Carrion et al., 2021; Mayrhofer et al., 2024; Wojtczuk-Turek et al., 2025), there is a scarcity of research examining employee experiences and outcomes of HRM from a model of culture fit perspective. We invite future research to examine how and when cultural contexts influence employee outcomes of HRM practices.

The study's third theoretical contribution is that it provides a nuanced picture explaining variation in employee eudaimonic well-being. Mimicking prior research (Joshanloo, 2018), we observed significant country-level variation in eudaimonic well-being. Overall employee eudaimonic well-being was lower in countries that scored higher in individualism, but it is also in these contexts that work engagement has the greater impact on eudaimonic well-being. This

finding warrants further interpretation. Although individualism is often associated with autonomy, personal freedom, and self-expression, prior cross-cultural research suggests that highly individualistic societies also may be characterized by increased performance pressure, self-reliance, and weaker relational embeddedness in everyday work contexts (Joshanloo, 2018; Kryś et al., 2025). From a self-determination theory perspective, this pattern may indicate that while autonomy needs are emphasized in individualistic cultures, relatedness needs are less consistently satisfied, which can undermine employees' sense of meaning, purpose, and fulfilment at work. Consequently, baseline levels of eudaimonic well-being may be lower in more individualistic countries. At the same time, the stronger association between work engagement and eudaimonic well-being in these contexts suggests that intrinsically motivating and personally meaningful work experiences may compensate for reduced communal support, thereby playing a particularly important role in fostering fulfilment at work.

Our findings suggest that across the cultural contexts, sustainable HRM's impact on eudaimonic well-being does not vary significantly, as these employment systems may instil a sense of personal, social, and environmental purpose in employees. Yet findings point to the personal significance and meaning of work that informs the experience of eudaimonic well-being in the workplace. In this study, we supported a personal fulfilment-based explanation to eudaimonic well-being using the SDT perspective through work engagement (Farid et al., 2022). Hence, as predicted from a model of culture fit perspective, our findings suggest that personally meaningful and fulfilling work experience, characterized by work engagement, is more beneficial for the eudaimonic well-being of employees characterized by strong individualism (Joshanloo et al., 2021; Kryś et al., 2025). For understanding other mechanisms through which eudaimonic well-being can be fostered in the workplace, future research may focus on less individualistic and more communalistic aspects of motivation, such as common good (Alves et al., 2017) or oneness motivation (Aşkun & Çetin, 2016).

Overall, our study makes three notable contributions by (1) providing a personal motivational-based explanatory mechanisms to explain how sustainable HRM impacts employee well-being; (2) testing the culture-based boundary conditions under which sustainable HRM improves employee work engagement and eudaimonic well-being; and (3) providing a nuanced picture for understanding employee eudaimonic well-being.

5.2. Practical implications

Our research brings important recommendations for both HR practitioners and managers. The findings suggest that sustainable HRM should be treated as an integrated people-management approach rather than as a symbolic sustainability initiative. For HR practitioners and managers, the key implication is that employee eudaimonic workplace well-being is more likely to be strengthened when sustainability principles are translated into concrete HR practices and everyday managerial routines. In practical terms, this means building work systems that protect employees' long-term functioning, foster work engagement, and create conditions in which employees can experience their work as meaningful, developmental, and sustainable over time.

First, organisations should embed sustainable HRM across the full employee lifecycle rather than confining it to isolated well-being programmes or CSR-related activities. This requires HR departments to review recruitment, onboarding, job design, performance management, development, reward systems, and flexible working arrangements through a sustainability lens. More specifically, organisations should implement practices that support employee health, safety, learning, and recovery, such as realistic workload allocation, fair and transparent performance expectations, access to development opportunities, employee voice mechanisms, and work arrangements that enable work-life balance. The idea of balancing work and personal life (Ferreira et al., 2020) fits with current challenges faced by organisations related

to the implementation of new work models, such as hybrid work or remote work (Krajčák et al., 2023). Equally important, managers should avoid internally inconsistent people management systems in which sustainability is promoted rhetorically while employees are simultaneously exposed to chronic overload, excessive monitoring, or norms of constant availability. Such inconsistencies are likely to undermine both the credibility and the effects of sustainable HRM.

Second, because work engagement emerged as an important mechanism linking sustainable HRM with eudaimonic well-being, managers should deliberately create the conditions under which engagement can be sustained. This requires more than offering formal benefits or isolated motivational initiatives. In everyday practice, managers should design roles that provide task significance, role clarity, opportunities to use and develop skills, and a reasonable degree of autonomy. They should also provide regular developmental feedback and help employees understand how their work contributes not only to organisational goals, but also to broader social or environmental objectives. HR professionals can support this process by training line managers in supportive and autonomy-enhancing leadership, introducing regular development conversations, and incorporating engagement and well-being indicators into employee surveys, leadership appraisals, and HR dashboards. From a practical standpoint, the value of sustainable HRM will depend not only on policy design, but also on the quality of its day-to-day enactment by managers.

Third, our research conducted in 54 countries shows that the direct impact of sustainable HRM on employee eudaimonic well-being may be independent of cultural dimensions. Sustainable HRM can be applied across different cultural contexts, but its implementation should be adjusted to the dominant cultural environment. In more individualistic settings, managers should place greater emphasis on autonomy, personalised development, flexible career pathways, strengths-based feedback, and role design that allows employees to experience ownership and personal meaning in their work. At the same time, they should avoid overreliance on highly competitive or excessively individualised HR systems that intensify self-reliance without providing adequate support, as such practices may weaken the well-being benefits associated with engagement. In less individualistic or more collectivistic contexts, managers should complement sustainable HRM with stronger relational and group-oriented practices. These may include mentoring, participative decision-making, team-based support structures, collaborative learning, and recognition systems that acknowledge collective contribution. In such contexts, fostering employee well-being is likely to depend not only on the meaningfulness of the work itself, but also on the quality of interpersonal relationships and the sense of shared purpose surrounding that work. In cultural contexts characterized by lower levels of individualism, managers may rely on other motivational processes that enhance eudaimonic well-being, such as social relations and support at work (Anderson & Fowers, 2019).

Finally, organisations should approach sustainable HRM as an implementation challenge rather than merely a design principle. Thus, HR departments should monitor whether employees actually experience work as manageable, development as accessible, leadership as supportive, and work as meaningful. Practical tools may include surveys, stay interviews, workload audits, and team climate reviews that incorporate people-sustainability indicators. Sustainable HRM as a coherent management system strengthens work engagement through job and leadership design and adapts the emphasis of HR practices to the cultural context in which employees work. Doing so is likely to provide a more effective route to supporting eudaimonic employees' long-term well-being and sustainable contribution at work.

5.3. Limitations and future research

Our findings and interpretations have some limitations. First, our findings rely on self-reported data from a single source, which may raise concerns about potential CMB. Although our empirical tests, including

Harman's single-factor test and CFA comparisons of the measurement models, did not indicate that CMB is a serious issue, the exclusive use of self-reports always carries the risk of bias (Podsakoff et al., 2003, 2024). Thus, we explicitly acknowledge this as a limitation and recommend that future research adopt more rigorous designs, such as multisource data collection or longitudinal approaches, to further mitigate this risk.

Second, owing to the inclusion of samples from 54 countries in the analyses and the need to provide comparative data collection methods, a cross-sectional design was used in this study, so we were not able to analyse actual causal relationships. Third, although our dataset was drawn from many different countries (54 countries from five continents), we were unable to capture a wider range of cultural contexts, including political, regional or ethnical contexts (Appendix 4 includes supplementary material that expands on the analyses reported in the main manuscript.). Thus, inferring the cultural coherence of country samples is affected by a generalization error. Following context-based sustainable HRM research (Ehnert et al., 2014), we argue that additional economic, institutional, and cultural differences need to be considered when examining the relationship between sustainable HRM and employee outcomes. In particular, it is worth controlling such aspects as national sustainability policies, international regulations, and public sensitivity to sustainability issues or stakeholder expectations.

Fourth, our results indicate that sustainable HRM has universal qualities, and in its current high level of abstraction—as also reflected in the SDGs—it tends to align broadly with national cultural values (Mariappanadar, 2024). This finding contributes to best-practice arguments. However, in practice, it is possible that practitioners interpret these abstract principles and translate them into actions that resonate with their country's dominant cultural norms. This means that if we drill down to the more refined practices actually implemented within organisations, we may find substantial variation across national contexts. Thus, there is a clear case for studies to further examine the contingencies considered when operationalising sustainable HRM practices across different settings. In doing so, a more thorough understanding of how sustainability agendas are being interpreted by HR managers can be obtained.

Finally, the methodological issue relates to the source of data for the individualism-collectivism dimension of culture. In our research, we pointed to Hofstede's framework, which examines culture at the country level. Such aggregation ignores important differences at the level of individuals and subcultures defined by ethnicity and organisation (Steel & Taras, 2010). Therefore, as Steel et al. (2018) recommend, in future studies it is worth ensuring that both the country level and the individual dimension are included. With the applied concept of cultural inquiry captured in the Hofstede approach, questions arise about the validity and reliability of this framework (McSweeney, 2024). Subsequent studies should include an additional level of analysis, using another method to measure cultural differences (e.g., the GLOBE framework); considering other organisation-specific contextual elements, such as leadership, organisational culture, and organisational climate; and including more different mediating variables. Another important research challenge is to develop better tools for measuring sustainable HRM to capture the different dimensions of sustainability (economic, environmental, and social).

6. Conclusions

Using self-determination theory and the model of culture fit, this study shows that sustainable HRM is a valuable managerial tool for improving employee eudaimonic well-being through work engagement, across cultural contexts that differ in the individualism-collectivism dimension. The research provides a nuanced understanding of employee eudaimonic well-being, which is more strongly informed by work engagement in cultural contexts characterized by high individualism. This research contributes to the burgeoning literature on sustainable HRM and its employee-related outcomes, as well as broadening our

understanding of eudaimonic well-being in the workplace from a cross-cultural perspective. In doing so, the study raises important questions for future research into the motivational processes in play for explaining the cross-cultural employee outcomes of HRM systems in general and sustainable HRM in particular.

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Appendix A. Supplementary data

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