



INTERNATIONAL JOURNAL OF  
MULTIDISCIPLINARY RESEARCH & REVIEWS

Journal homepage: [www.ijmrr.online/index.php/home](http://www.ijmrr.online/index.php/home)

# INTEGRATING SUSTAINABLE HRM, DIGITAL HRM, AND REMOTE WORK PRACTICES: A CONCEPTUAL FRAMEWORK FOR ENHANCING JOB SATISFACTION

Dr. Vrittee C Parikh<sup>1</sup> & Sohil Altaf Pirani<sup>2</sup>

<sup>1</sup>Asst. Professor, HOD (HR), Aditya Institute of Management Studies and Research, Borivali (West), Mumbai-400092, India.

<sup>2</sup>Senior Research Fellow, Dr. Babasaheb Ambedkar Marathwada University, Postgraduate Diploma in Statistics University of Mumbai, India.

**How to Cite the Article:** Parikh, V. & Pirani, S (2025). Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction. International Journal of multidisciplinary Research & Reviews, 4(1), 68-81

 <https://doi.org/10.56815/ijmrr.v4i1.2025.68-81>

## Keywords

Sustainable HRM Practices, Digital HRM practices, AI-driven HR Analytics, Remote Work, HRM theories.

## Abstract

**Motivation:** The evolving nature of HRM practices, particularly with the adoption of sustainable HRM practices, digital tools, and the rise of remote working, has led to a growing interest in understanding their impact on job satisfaction and employee outcomes.

**Purpose:** This study aims to develop conceptual frameworks for future research scholars, based on existing HRM theories, to examine the impact of sustainable HRM practices, digital HRM practices on job satisfaction and Determinants of Job satisfaction of Remote working Employees.

**Techniques:** A comprehensive literature review is conducted to explore and synthesize existing research, leading to the development of conceptual frameworks to guide future investigations into HRM practices and their influence on job satisfaction.

**Findings:** The study highlights key factors influencing job satisfaction through the adoption of sustainable HRM practices, digital HRM strategies, and remote working arrangements, providing conceptual frameworks that address their collective impact on employee outcomes.

**Implications:** The developed frameworks offer a structured foundation for future studies, helping scholars explore the dynamic relationship between these HRM practices and job satisfaction in diverse

|  |                                                                  |
|--|------------------------------------------------------------------|
|  | organizational settings, with a particular focus on remote work. |
|--|------------------------------------------------------------------|

## 1. INTRODUCTION

Sustainable HRM has drawn a lot of interest from academics and practitioners over the past 20 years or more as a novel strategy for managing sustainability in businesses and the communities in which they operate. The urgent need to maintain ecological balance, the devastation caused by natural disasters, and most importantly the recent coronavirus epidemic has all made it a pertinent area of study attention. Over the past few years, a lot of studies have tried to define sustainable HRM. The primary distinction between the definitions and applications of this word is the emphasis placed on certain internal and external results (Kramar, 2014). According to Kramar, it first discusses the social and human outcomes that support the organization's long-term viability before attempting to elucidate the many HRM methods that enhance either the social and human or environmental results. HRM procedures that enhance social and human or environmental results.

According to Aust et al. (2019), there are several forms of sustainable human resource management (HRM), including triple bottom line, green, socially responsible, and common good HRM. Scholars believed that these categories, which were modified and expanded by Dyllick and Muff (2016), covered the majority of viewpoints on researching sustainability in HRM. Elkington (1997) emphasized the Triple Bottom Line, which consists of three principles: economic success (profit), social equality (people), and environmental integrity (planet). The second kind, known as "green HRM," is HRM that places a strong focus on sustainability's economic and environmental facets. Green HRM studies focus on the environmental aspect of sustainability and indicate that green organizational practices and activities influence green values across an organization. The third form, known as socially responsible Common Good HRM or sustainable HRM, is concerned with the organization's economic and social goals both inside and outside its boundaries. The social component of the 2015 UN Agenda for Sustainable Development, which included 17 sustainable development objectives about People, Planet, Prosperity, Peace, and Partnership, is in line with HR's responsibility (United Nations, 2021).

The creation and modification of HR services and procedures via the use of social, mobile, analytical, and cloud (SMAC) technology is referred to as digital HR. Digital HRM is exemplified by a wide range of phenomena and applications, including advanced Human Resource Analytics (HRA) techniques and simplified HR payroll accounting (Strohmeier, S. 2020). Examples of digital HR deployment include the following:

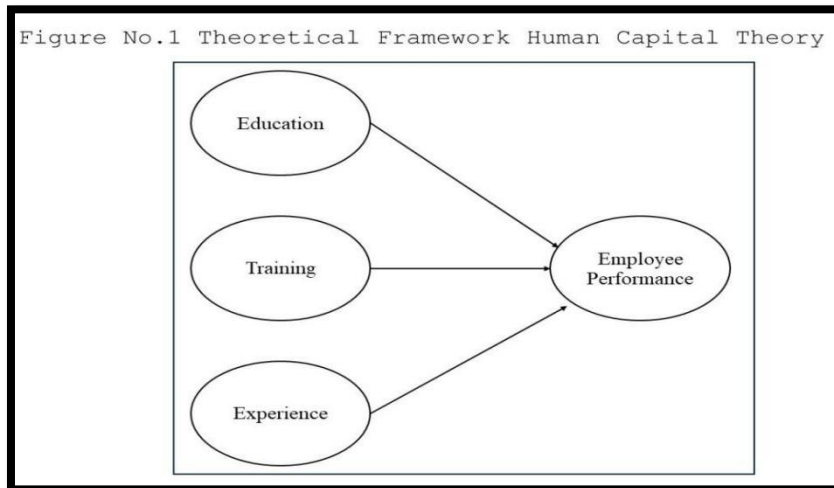
1. Automating the study of candidate resumes through the use of specialised technologies such as candidate Tracking technologies (ATS). These algorithms use data on high-performing workers and keywords to weed out applicants who aren't a good fit for particular roles.
2. Streamlining and improving recruiting operations through the automation and digitisation of recruitment processes.
3. Using big data to discover skills and education gaps, plan for career advancement, and reward employees. This data may be used to offer training opportunities and guarantee that staff members quickly pick up the required abilities.

## 2. REVIEW OF LITERATURE

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81

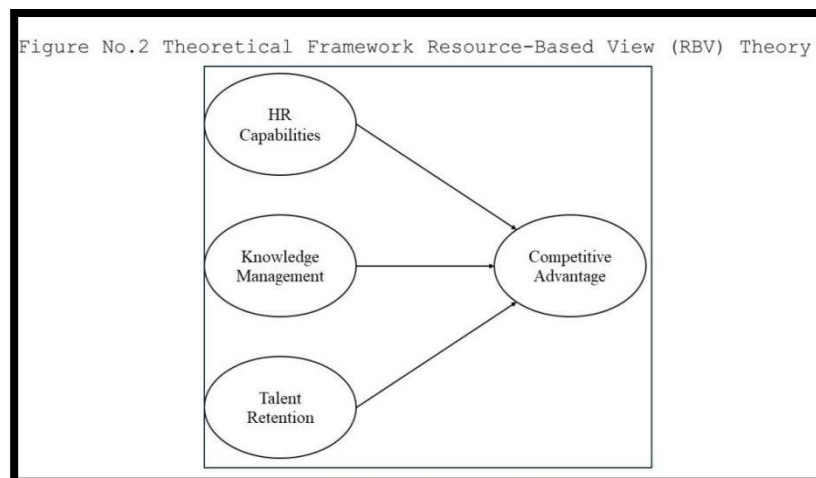
### 2.1 Human Capital Theory:

According to Becker (1993), spending money on staff training, education, and experience boosts output and creativity. A highly skilled staff gives an organisation a competitive edge. Economic growth and improved work performance are the results of human capital development.



### 2.2. Resource-Based View (RBV) Theory:

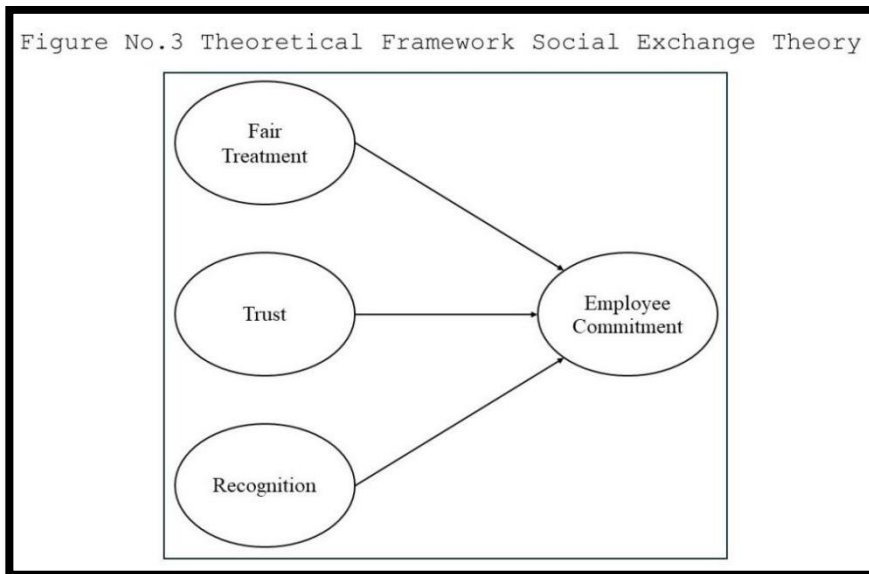
Businesses may gain a long-term competitive edge by using distinctive and priceless resources, such as human capital, according to Barney (1991). Effective HR procedures in information exchange, leadership development, and talent management support the success of an organisation.



### 2.3. Social Exchange Theory:

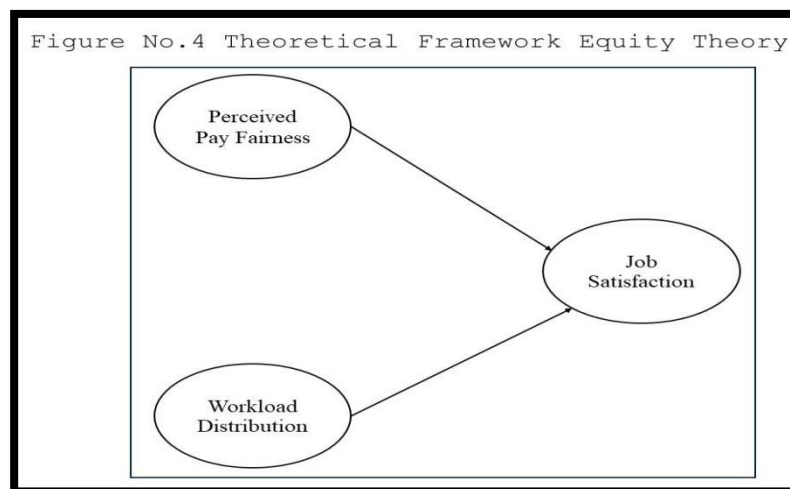
Relationships at work are built on reciprocity, fairness, and mutual trust, according to Blau (1964). Employee commitment and engagement are higher when they receive equitable treatment and appreciation. A productive workplace is created by strong social interactions.

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81



#### 2.4. Equity Theory:

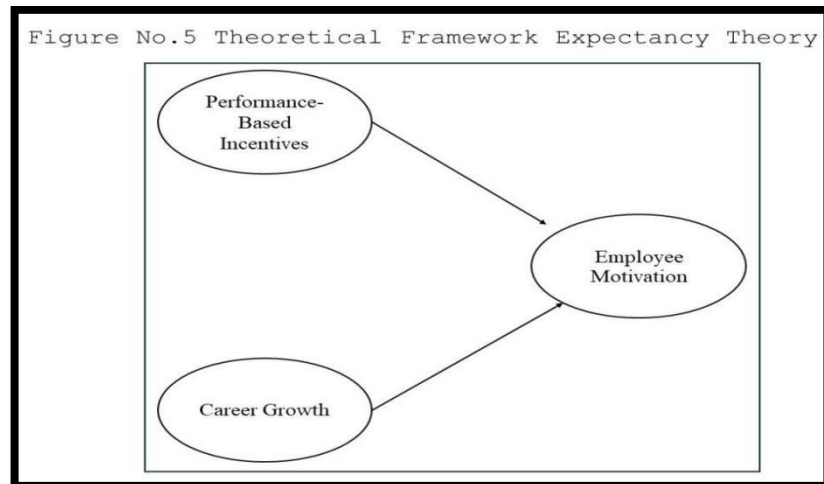
Adams (1965) suggests that workers evaluate fairness by contrasting their efforts and rewards with those of their peers. Conflicts at work, low motivation, and unhappiness can result from perceived unfairness. Job satisfaction is increased by equitable workload division and pay.



#### 2.5. Expectancy Theory:

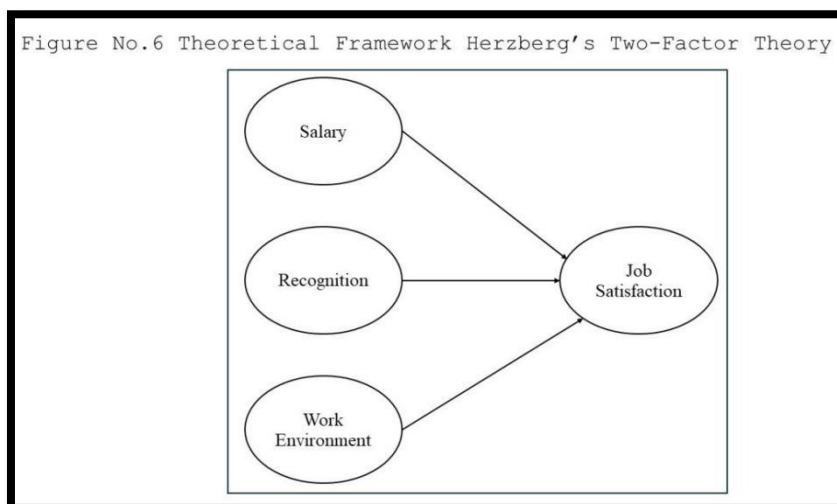
Employees are motivated when they think their efforts will result in performance and the incentives they want, according to Vroom (1964). While low expectations lead to disengagement, higher expectations increase productivity. Incentives based on performance increase motivation.

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81



## 2.6. Herzberg's Two-Factor Theory:

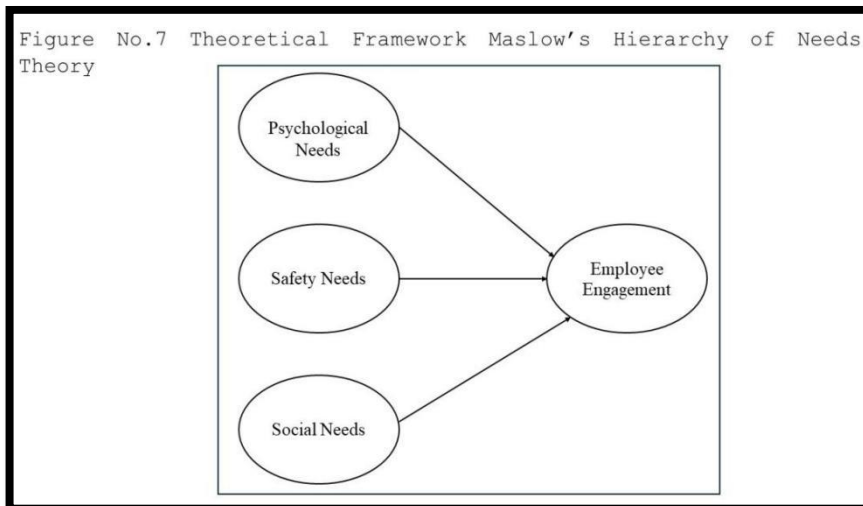
Herzberg (1959) distinguishes between hygiene considerations (e.g., pay, working conditions) and motivators (e.g., career advancement, recognition). Hygiene elements prevent unhappiness, whereas motivators boost job satisfaction. A well-rounded strategy improves staff retention.



## 2.7. Maslow's Hierarchy of Needs:

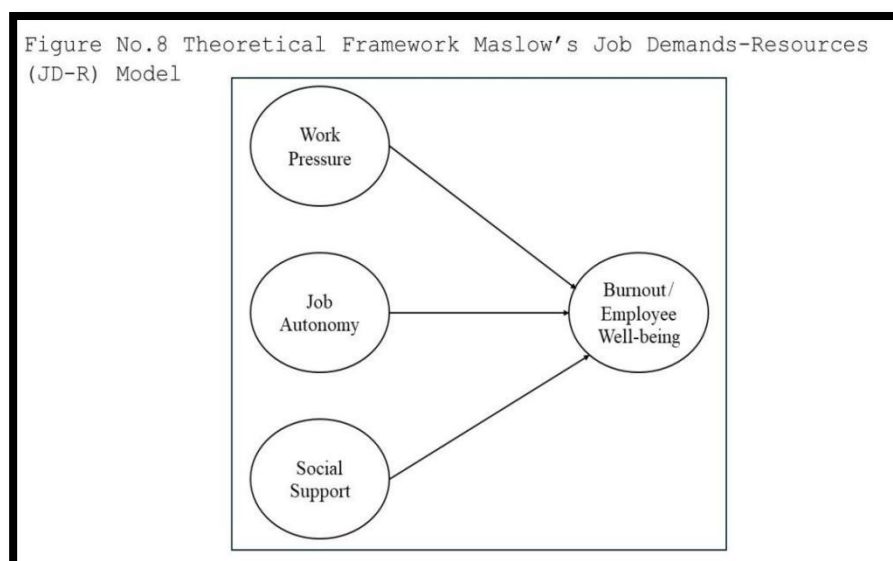
Maslow (1943) established five levels of human needs: self-actualization, safety, social, esteem, and physiological. Employees go through various phases in search of job fulfilment. Engagement and productivity are increased in organisations that attend to the higher-order requirements of their workforce.

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81



## 2.8. Job Demands-Resources (JD-R) Model:

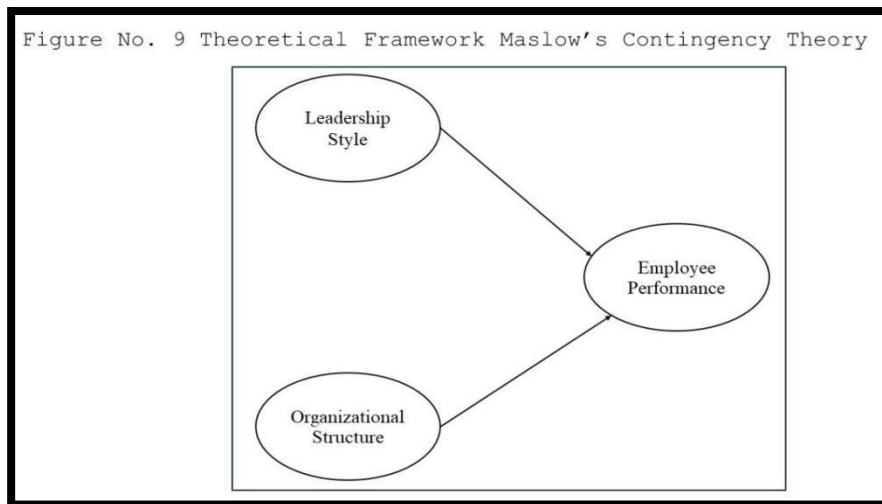
Bakker and Demerouti (2007) suggest that while workplace resources (autonomy, support) improve well-being, excessive job demands (workload, time pressure) lead to stress. Employee performance improves and burnout decreases when demands and resources are balanced.



## 2.9. Contingency Theory:

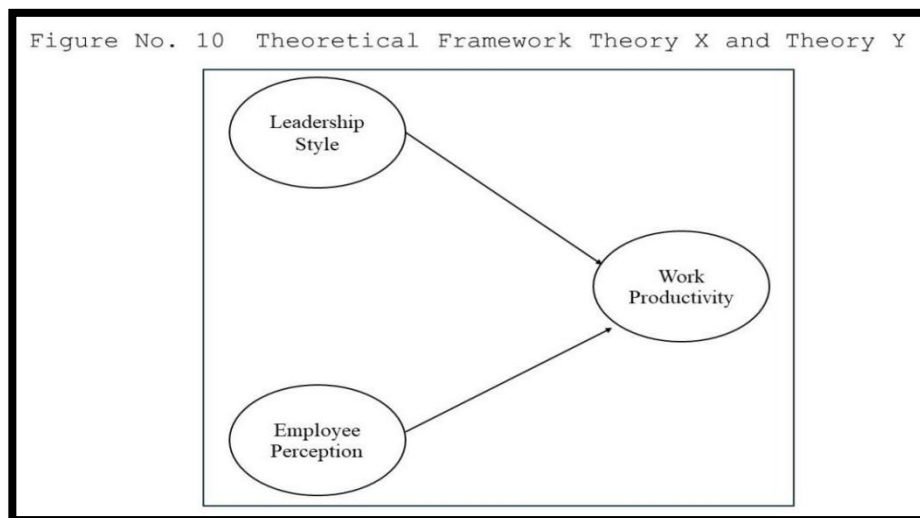
HR strategies need to be in line with external elements including worker characteristics, organisational culture, and leadership style, according to Fiedler (1964). Flexibility is crucial for success since situational factors affect how effective HR procedures are.

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81



### 2.10. Theory X and Theory Y:

Two leadership philosophies are contrasted by McGregor (1960): Theory X argues that workers detest their jobs and need close supervision, whereas Theory Y assumes that workers are self-motivated and flourish under participatory management. Theory Y encourages creativity, self-reliance, and participation.

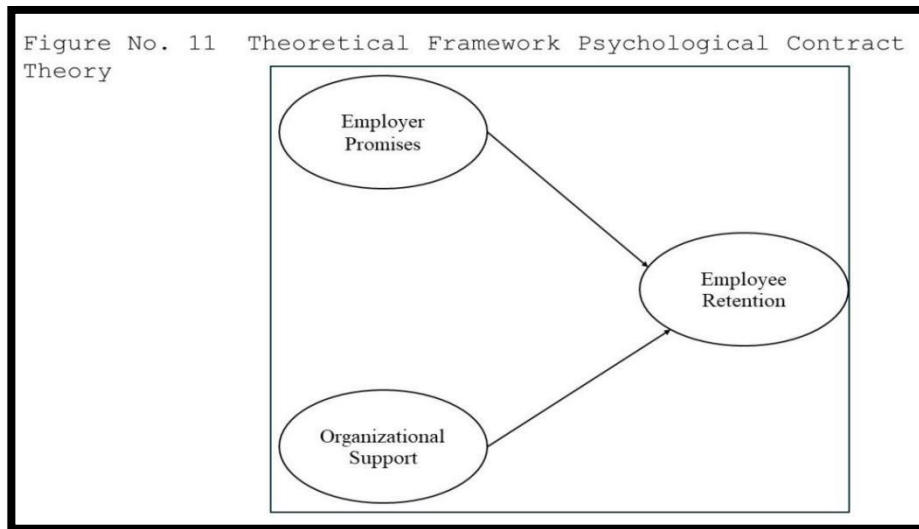


### 2.11. Psychological Contract Theory:

Employees develop subconscious expectations regarding employment tasks, benefits, and company responsibilities, according to Rousseau (1995). When these standards are not met, employee turnover rises and work satisfaction declines. Psychological contracts are maintained by open and honest communication.

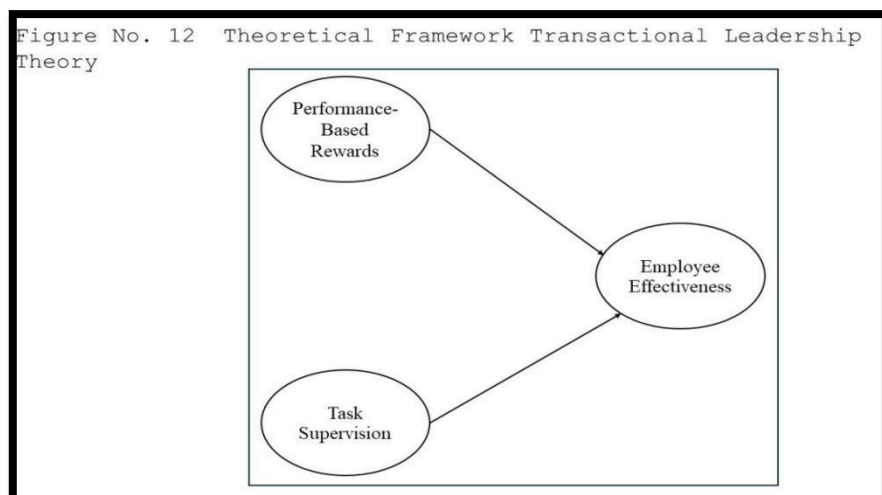


**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81



### 2.12. Transactional Leadership Theory:

Transactional leaders, according to Burns (1978), concentrate on using structured monitoring, incentives, and sanctions to control performance. This leadership approach is most effective in stable settings when efficiency and compliance are driven by well-defined expectations.

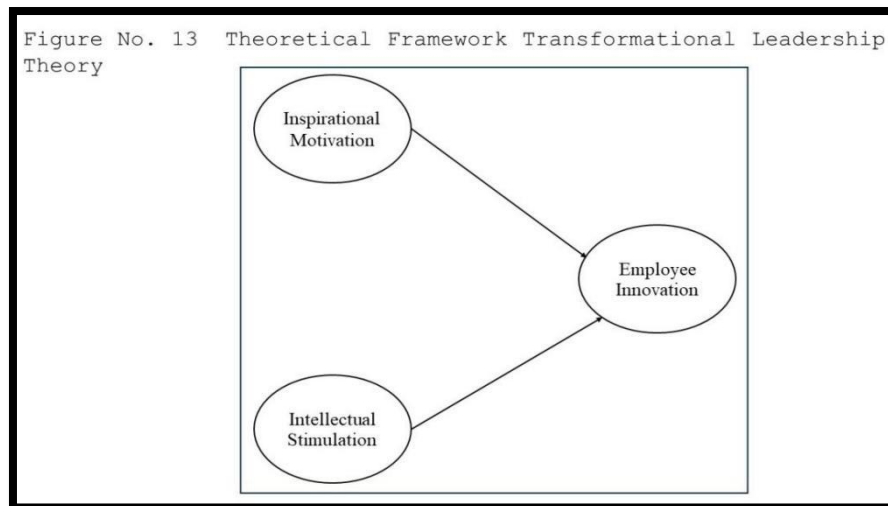


### 2.13. Transformational Leadership Theory:

Transformational leaders motivate staff members by establishing a vision, stimulating creativity, and supporting individual growth, according to Bass (1985). This leadership style enhances long-term dedication, innovation, and staff involvement.

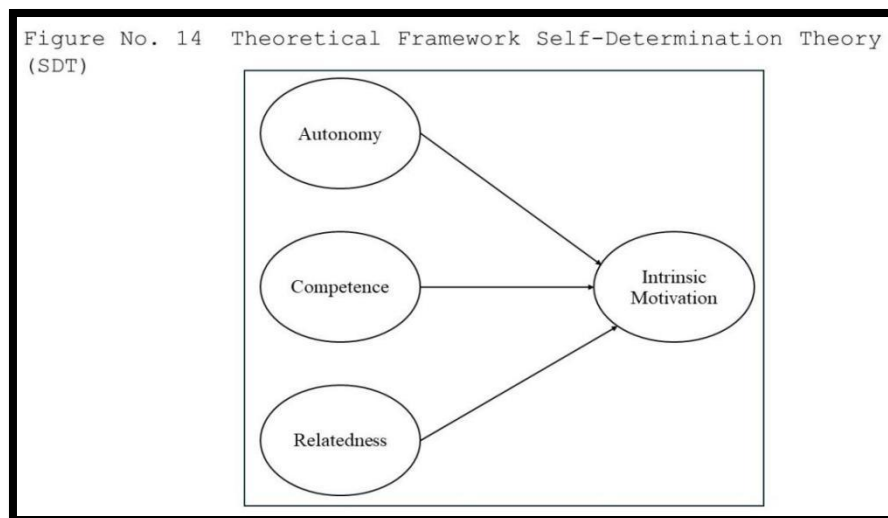


**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81



#### 2.14. Self-Determination Theory (SDT):

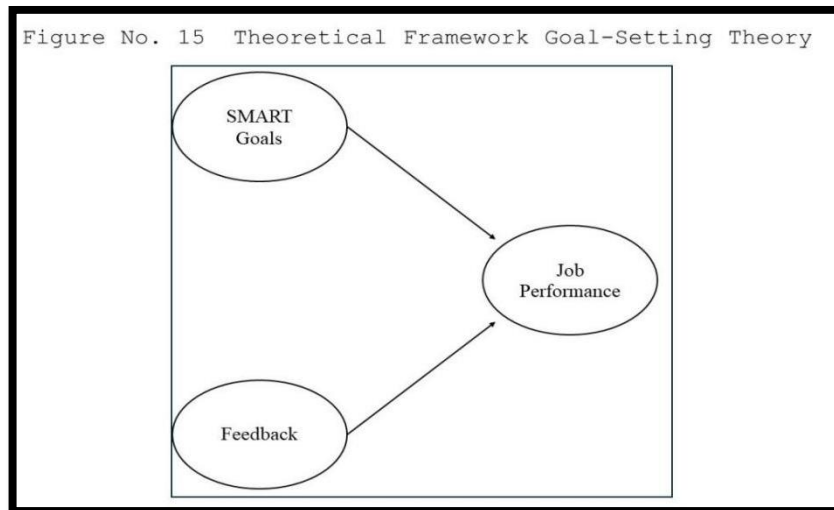
Deci and Ryan (1985) contend that when workers feel competent, autonomous, and connected at work, they become intrinsically driven. Companies that provide their workers autonomy and appreciation see an increase in production and job happiness.



#### 2.15. Goal-Setting Theory:

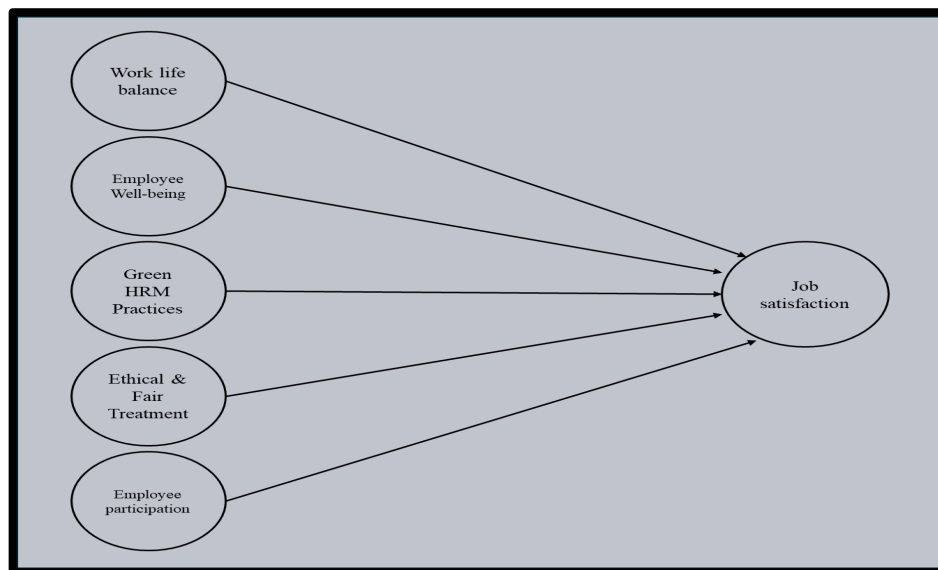
Motivation and performance are improved when clear, difficult, and achievable goals are created, according to Locke & Latham (1990). Regular feedback and unambiguous objectives increase staff productivity and goal commitment.

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction. International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81



Traditional HRM theories were developed in pre-digital and pre-AI eras, Making them less relevant to modern challenges such as Remote work, AI-driven HR analytics, Green HRM and Digital HRM. Thus, Conceptual framework has been developed based on Existing literature and Theories to incorporate the current HRM issues.

### 3. CONCEPTUAL FRAMEWORK

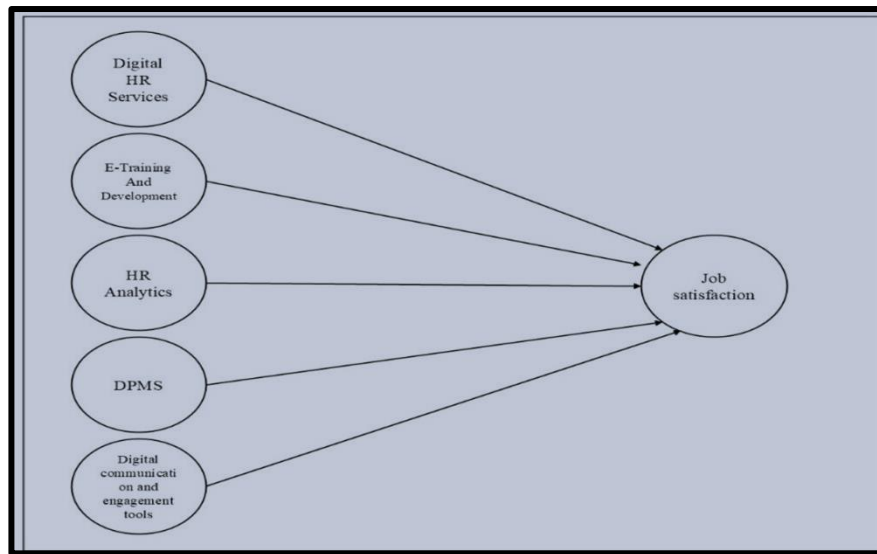


**Figure No: 17** Conceptual framework Impact of Green HRM Practices on Job Satisfaction

The conceptual framework for this study is based on established HRM theories, integrating key practices that influence job satisfaction. Drawing on Human Capital Theory, the framework highlights the importance of Work-Life Balance (WLB) and Employee Wellbeing in enhancing employee satisfaction. Green HRM Practices, inspired by the Resource-Based View (RBV), contribute to organizational sustainability and employee morale. Ethical Leadership and Fair Treatment, grounded in Social Exchange Theory, foster trust and commitment. Furthermore, in line with equity theory and work demands-resources theory, employee participation highlights how decision-making engagement may increase motivation and job satisfaction. This thorough approach shows how various HRM approaches, when combined with important ideas, improve employee work satisfaction in

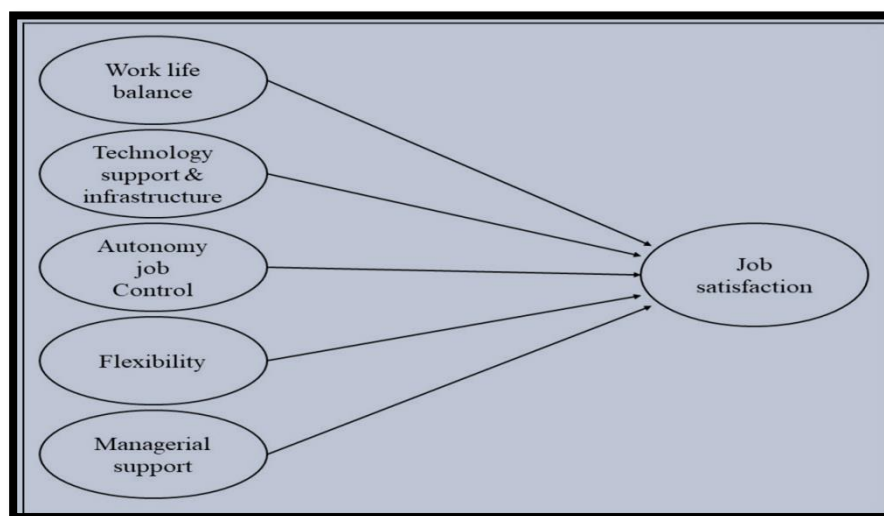
**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction.* *International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81

contemporary organizations.



**Figure No: 18** Conceptual framework Impact of Digital HRM Practices on Job Satisfaction

The above proposed conceptual framework evaluates the impact of DHRM practices on job satisfaction, drawing for existing HRM theories. Digital HR services enhance efficiency aligning with RBV by providing valuable organizational resource. Human Capital theory-based e-training and development promotes ongoing education and skill improvement, which raises work satisfaction. Through data-driven insights, HR analytics personalises HR procedures and raises employee happiness. By offering transparent performance data, Digital Payment Systems (DPMS), which are associated with Goal-Setting Theory, improve motivation. Lastly, via increased trust and communication and engagement tools based on social exchange theory promotes higher employee satisfaction and engagement. This framework provides a thorough knowledge of how DHRM practices affect job satisfaction by fusing digital practices with well-established theories.

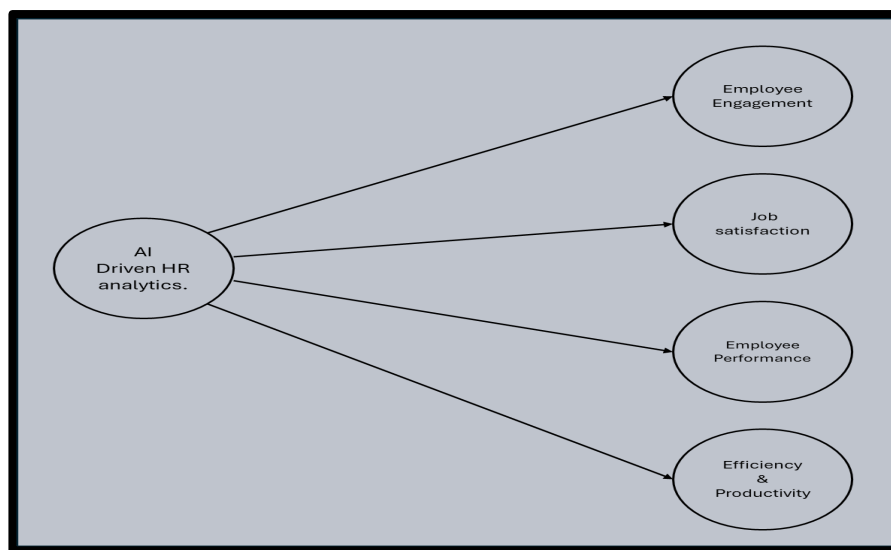


**Figure No: 19** Conceptual framework determinant of job satisfaction of remote work employees.

Work-Life Balance (WLB), technology Support and Infrastructure, Autonomy, and Job Control,

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction. International Journal of multidisciplinary Research & Reviews, 4(1), 68-81*

Flexibility, and Managerial Support” are the main independent variables that are the focus of this conceptual framework that has been suggested for assessing job satisfaction among remote workers. By lowering stress and encouraging a balanced lifestyle, WLB is anticipated to improve job satisfaction, according to the “Job Demands-Resources (JD-R) Theory”. Job satisfaction is strongly impacted by infrastructure, which guarantees that workers have the resources they need to perform effectively. Based on self-determination theory, autonomy and job control provide workers with more decision-making authority, which leads in to increase in motivation and job satisfaction. Lastly, according to Social Exchange Theory, managerial support increases commitment and trust, which raises job satisfaction. These elements are combined in this framework to offer a comprehensive understanding of the factors that influence job satisfaction in the setting of remote employment.



**Figure No: 20** Conceptual frameworks of impact of AI driven HR analytics

The “Resource-Based View (RBV) and Human Capital Theory” are two important HRM theories that help explain AI-driven HR analytics. RBV asserts that AI solution improve employee engagement and productivity by assisting businesses in better using human resources. According to Human Capital Theory, employee skills and knowledge are crucial, and AI-driven analytics may maximise them by spotting gaps and offering individualised training. When taken as a whole, these ideas imply that AI helps to improve employee performance and happiness in addition to supporting improved personnel management.

#### 4. OUTCOME OF THE RESEARCH

The study is novel as it examines the job satisfaction in both traditional and digital HRM context by combining many theoretical frameworks and utilising AI-driven analytics. In contrast to traditional research, which usually concentrates on single theory, this study combines aspects of Resource-Based View, Job Demands-Resources Theory, and Human Capital Theory to produce a whole conceptual framework. These evaluation makes it possible to understand the relationship between HRM procedures and an employee’s job satisfaction on a deeper level. The use of AI tools, which offers data-driven method for forecasting, evaluating, and enhancing work satisfaction something which is standard HR process are unable to accomplish is one of the research’s main achievements. The paper has further discussed the increasing significance of remote work, a most post-pandemic changes that

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction. International Journal of multidisciplinary Research & Reviews, 4(1), 68-81*

has revolutionised how businesses engage with their workforce.

This study fills the visible gap in the literature by examining the particular elements that influence job satisfaction of remote workers, such as social support, autonomy, and work-balance. Moreover, this research situates AI technology and digital HRM practices in the post-pandemic era, where remote and hybrid work patterns are increasingly prevalent. This research provides a forward-looking viewpoint on how organisations can adjust to the changing workforce and improve job satisfaction by exploring the intersection of traditional HRM theories with digital transformation and AI making it both timely and innovative in addressing future of work.

## 5. AUTHOR (S) CONTRIBUTION

The authors agreed to have no connections or engagements with any group or body that provides financial and non-financial assistance for the topics and resources covered in the article.

## 6. CONFLICT OF INTEREST

The author(s) declared that no potential conflict of interest concerning the research, authorship, and/or publication of this article.

## 7. PLAGIARISM POLICY

The authors declare that any kind of violation of plagiarism, copyright, and ethical matters will be handled by all authors. Journalists and editors are not liable for the aforesaid matters.

## 8. SOURCES OF FUNDING

The author(s) declares that the study do not involve any financial aid /support from any private or government organization.

## REFERENCES

- [1] Adams, J. S. (1965). Inequity in Social Exchange. *Advances in Experimental Social Psychology*, 2, 267-299.
- [2] Aust - Before Ehnert, Ina & Matthews, Brian & Muller-Camen, Michael. (2019). Common Good HRM: A paradigm shift in Sustainable HRM?. *Human Resource Management Review*. 30. 100705. 10.1016/j.hrmr.2019.100705
- [3] Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources Model: State of the Art. *Journal of Managerial Psychology*, 22(3), 309-328.
- [4] Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120.
- [5] Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. Free Press.
- [6] Becker, G. S. (1993). *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education*. University of Chicago Press.
- [7] Blau, P. M. (1964). *Exchange and Power in Social Life*. Wiley.
- [8] Burns, J. M. (1978). *Leadership*. Harper & Row.
- [9] Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. Springer.

**Parikh, V. & Pirani, S (2025).** *Integrating Sustainable HRM, Digital HRM, And Remote Work Practices: A Conceptual Framework for Enhancing Job Satisfaction. International Journal of multidisciplinary Research & Reviews*, 4(1), 68-81

- [10] Dyllick T, Muff K. (2016). Clarifying the Meaning of Sustainable Business: Introducing a Typology From Business-as-Usual to True Business Sustainability. *Organization & Environment*. 2016;29(2):156-174. doi:10.1177/1086026615575176
- [11] Elkington, J. (1997). *Cannibals with forks – Triple bottom line of 21st century business*. Stoney Creek, CT: New Society Publishers.
- [12] Fiedler, F. (1964). A Contingency Model of Leadership Effectiveness. *Advances in Experimental Social Psychology*, 1, 149-190.
- [13] Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *Academy of Management Review*, 10(1), 76-88.
- [14] Herzberg, F. (1959). *The Motivation to Work*. Wiley.
- [15] Kramar, Robin. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach?. *International Journal of Human Resource Management*. 25. 10.1080/09585192.2013.816863.
- [16] Locke, E. A., & Latham, G. P. (1990). *A Theory of Goal Setting & Task Performance*. Prentice-Hall.
- [17] Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50(4), 370-396.
- [18] McGregor, D. (1960). *The Human Side of Enterprise*. McGraw-Hill.
- [19] Parikh, V. (023). Whistleblowing in B-Schools, Education and Society, Vol-47, Issue – 1, Pg. 183-189.
- [20] Parikh, V. (2022). How to revitalize management education in India. *Journal of Management & Entrepreneurship*, Vol – 16, Issue – 1, Pg. 151-155
- [21] Pirani, S. (2024). Simplifying statistical Decision Making: A Research Scholar's Guide to parametric and Non-Parametric Methods, *International Journal of Multidisciplinary Research & Reviews*, Vol 03, No. 03, pp. 184-192.
- [22] Rousseau, D. M. (1995). *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Sage Publications.
- [23] Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management*, 34(3), 345-365. [https://doi.org/ 10.1177/2397002220921131](https://doi.org/10.1177/2397002220921131)
- [24] United Nations, 2021. The 17 Goals. [Online] Available at: <https://sdgs.un.org/goals>
- [25] Vroom, V. H. (1964). *Work and Motivation*. Wiley.