SOCIAL SUSTAINABILITY AND SUSTAINABLE PEOPLE MANAGEMENT IN ORGANIZATIONS: A MAPPING OF THE LITERATURE

1. INTRODUCTION

In the views of Morioka & Carvalho (2016), research on sustainable management of people and social sustainability in organizations also presents some ambiguous results. Kramar (2013) shows that the literature on this topic has developed in the last decade and represents an attempt to deal with the relationship between people management practices and results that go beyond those that are predominantly financial. Such literature is still fragmented and, as mentioned by Macini *et al*. (2017), it is still quite diverse and full of difficulties.

This paper aims to present a Systematic Literature Review (SLR) about the relationship between social sustainability and sustainable management of people in organizations. It intends to contribute with scientific knowledge, more specifically with the Triple Bottom Line (TBL) of sustainability (Dao *et al*., 2011). This study was built based on a research question defined ex-ante, developed from the literature and resulting in the following research issue: *What is the state of the art of research on the relationship between social sustainability and the sustainable management of people in organizations?* After consulting databases of Web of Science and Scopus journals, we realized that this research is considered relevant because it is the first to perform an SLR on the relationship between social sustainability and sustainable management of the human resource in organizations. The studies of (Morioka *et al*., 2018) conducted an SLR aiming to identify the main academic discussions on a sustainable performance measurement system (SPMS).

The main contribution and originality of this research is the fact of unveiling in light of the state of the art carried out in primary studies on the theme analyzed, the existence of the relationship between social sustainability and sustainable management of people in organizations, pointing out the main trends in this area of knowledge. It is believed that this effort will serve as an instrument for the reflection exercise by the managers of public and private sector organizations, as well as academic debates, as a support for organizational decision making.

The work is structured in five sections that can be summarized as follows: the first refers to the introduction; the second brings the theoretical background; the third refers to methodological procedures; the fourth deals with presentation and analysis of results and the fifth refers to conclusions, limitations, and recommendations for developing future research.

2. THEORETICAL BACKGROUND

2.1 Social dimension of Triple Bottom Line (TBL)

In the view of Munck & Souza (2010) the structure that is closest to an organizational management context is the TBL and the implementation suggested by this approach requires organizations to consider the social impacts of their actions, in addition to eco-efficiency, socioeconomic insertion and socio-environmental justice as desirable factors. For Lourenço & Carvalho (2013), the economic, social and environmental pillars can still suffer from intersections of economic and environmental aspects and generate eco-efficiency, which represents the correct use of production equipment, applied to technology to reduce environmental degradation and decrease costs environmental issues.

If conceived that way, openness to change and learning are basic requirements in transitioning to sustainability and integrating TBL (Jamali & Neville, 2011). It is not simply a matter of good corporate citizenship or gaining points to reduce harmful emissions from your factory or provide health benefits to your employees, sustainability is now a fundamental principle of smart management and an evolving process of change (Carter & Rogers, 2008). Although social dimensions are often the vaguest and least explicit in practical attempts to shape sustainable development (Vifell & Soneryd, 2012), corporate social responsibility is acquiring great relevance in academic and professional fields as a tool that enables an increase in business competitiveness and sustainable development (Barrena-Martínez *et al.*, 2015). The essence of corporate social responsibility is that organizations not only have economic resources and legal responsibilities, but also ethical and philanthropic responsibilities (Kramar, 2013).

Regarding social dimension, corporate social responsibility (CSR) has become an important business management issue in recent years Flores *et al*. (2017). This aspect of corporate sustainability focuses on the impact of the organization on social systems in which it operates and on the expectations of various groups and stakeholders (Jamali & Neville, 2011). Social sustainability supposes that organizations add value to their communities, from the development of human capital of individuals and the social capital of communities (Lis, 2012; Lourenço & Carvalho, 2013). For Jamali & Neville (2011), corporate social responsibility incorporates public health issues, community issues, public controversies, skills and education, social justice, safety at work, working conditions, human rights, equal opportunities and labor rights. (Lourenço & Carvalho, 2013) argue that the concept of social sustainability emphasizes the management of social resources, including people and their skills and abilities, institutions, relationships and social values.

It is believed that companies that manage to balance their social, environmental and economic performance can engage in activities that positively influence natural environment and society, creating long-term economic benefits and competitive advantages for the company (Flores *et al.*, 2017). From this perspective, spending on education, health and nutrition of population is no longer accounted for as a social cost, for example, to be essential forms of investment to ensure the existence of more balanced patterns of social structuring (Amorim *et al.*, 2015). This type of sustainability refers to maintenance and improvement of the well-being of current and future generations, creates a harmonious living environment and improves quality of life, and can also reduce social inequality (Sayyadi *et al*., 2017).

2.2 Sustainable Management of Human Resource in Organizations

The literature on sustainable human resource management, as advocated by Kramar (2013), represents an alternative approach to people management and, although it is not a coherent body of literature, it awakens the importance of explicitly recognizing the impact of sustainable human resource management in more than just organizational economic performance.

For the authors Sayyadi *et al.* (2017), advances in research have shown that organizations were required to use their own current and potential human resources to become sustainable. Notably that in the views of Macini *et al*. (2017) there is pressure from stakeholders, so that companies have an ethical attitude towards environmental and social issues and invest in sustainable actions and business transparency. In this context, the development of people goes beyond obtaining competitive advantage, and there are social motivations for its applicability that consider the short and long term, such as well-being (Ehnert & Harry, 2012).

For Bolis *et al.* (2014), the sustainable management of human resources is seen as a relevant part of a development model that aims to improve the well-being of society, in addition to the limitations of natural resources. Notably that Jabbour; Santos (2008) emphasize that the challenges of this approach to HRM aim to face each person considering their individuality as well as to manage it in this environment characterized as plural. Complementary to what was previously mentioned, the authors Munck & Souza (2010), show that socially sustainable organizations add value to the communities where they carry out their operational activities, increasing the human capital of their partners and also leveraging capital of these communities.

In this context, Ehnert *et al*. (2016) show there is a growing interest in transforming the Human Resources Management (HRM) sector into an area with a more strategic role through Sustainable Human Resources Management (SMHR), requiring more in-depth studies in order to promote a guide for the development of practical, clear and objective implications to be followed by organizations.

Cohen *et al.* (2012) conceptualize SMHR as the use of people management tools that can create a workforce with values such as confidence, skills and motivation, in order to achieve a profitable TBL. It is worth noting that the management of human resources must be based on the Green HRM models as well as the Strategic HRM, where it seeks to encompass the practices of environmental issues, aligning the strategy.

In addition, the aforementioned models seek to assess whether all human resource management practices can be aligned vertically with the sustainability strategy at all organizational levels, in addition to being also horizontally aligned with each other.

Thus, it is necessary to develop a new approach that involves the social scope, mainly due to the increase in diseases related to work and the aging of society, while rethinking the way in which people are managed (Macini *et al*., 2017; Savanevičienė & Stankevičiūtė, 2017).

Therefore, HRM's actions can help organizations to balance their investments in economic, environmental and social areas. These actions are reinforced by corporate social responsibility not only because it is a business opportunity for them, but also because it reflects the expectations of their customers, employees, society and other stakeholders (Junquera *et al.*, 2012). Such an approach assumes an explicit moral position on the expected results of organizational practices in short and long term (Kramar, 2013).

3. METHODOLOGICAL PROCEDURES

This study intends to search for evidence in the scientific literature to answer the research question defined in the introduction of the work. For this, we used the SLR research protocol developed by Tranfield *et al.* (2003) and Biolchini *et al.* (2007).

3.1 Phase One: Planning the Review

In the first phase, there was expert guidance for the research protocol elaboration aiming to obtain the textual corpus, which consists of a selected and organized textual set, from which we extracted quantitative and qualitative information Aijmer & Altenberg (2014).

3.2 Phase Two: Conducting the Review

The second phase starts with data collection. For this stage, an initial sample of papers was obtained through the identification of keywords and search terms, related to the research question raised in this study. The searches of the papers were performed on August 11, 2018 in the *Web of Science* and *Scopus* databases. The period determined for the survey was 58 years (1960 to 2018), and 1960 was chosen as the starting point, as it is the common initial year for the academic databases. The first article adhering to the proposition was on the date of 2008, so the period comprised for the research was from 2008 to 2018.

The papers were found based on searches in keywords and terms that characterized social sustainability and sustainable management of human resources, and the search was conducted with terms in English. The syntax used during the search process in the Web of Science database was Topic: *(sustainable human resources management) Refined by topic: (social sustainability) AND Languages: (English) AND Types of documents: (Article) AND Categories of Web of Science: (Management) Estimated time: Every year. Indexes: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, ESCI.* The syntax used in the search process in the Scopus database included *(TITLE-ABS-KEY ("Sustainable Human Resources Management")) AND (("social sustainability") AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "BUSI")) AND (LIMIT-TO (LANGUAGE, "English"))*.

Using sustainable human resources management syntax, 3,780 papers were found in the Web of Science and 28 studies in Scopus, totaling 3808 papers. Due to the coverage of the topic and the volume of papers in the researched databases, the refinement of social sustainability syntax was used, which made it possible to reduce to 405 papers in the Web of Science and 8 studies in Scopus, totaling 413 papers.

The presence of such words in the title of the papers, the search for papers in journals and the English language were defined as search criteria. This strategy allowed the extraction of papers that effectively analyzed the proposed relationships, being the title a criterion for support and the composition of papers in management field. After the criteria were included through the filters, the sample consisted of 30 papers from the Web of Science and 6 from Scopus.

The abstracts and introduction were read individually for each paper, and after it was found that some studies addressed supply chain management (which is not the focus of this study), it was decided to exclude them. Only papers published in journals classified in the first and second citation quartiles were also included in the textual corpus, according to the Scimago Journal Ranking (SJR, 2018). In addition, duplicate studies were also excluded.

For the final composition of the research corpus, 5 papers linked to the Web of Science database and 2 duplicate studies in Scopus were excluded. This procedure confirmed its adequacy to the research question in the study of the relationship between social sustainability and sustainable management of people in organizations. Thus, the research corpus consisted of 30 papers, 27 from the Web of Science and 3 from Scopus studies. These studies agreed with the criteria previously defined in this SLR, which were reviewed by face-validity of specialists in the area.

The research corpus that composes the SLR was compiled in a spreadsheet, highlighting the essential elements of each paper that contribute to the implementation of the SLR methodology. Figure 1 shows the systematization of the research protocol.

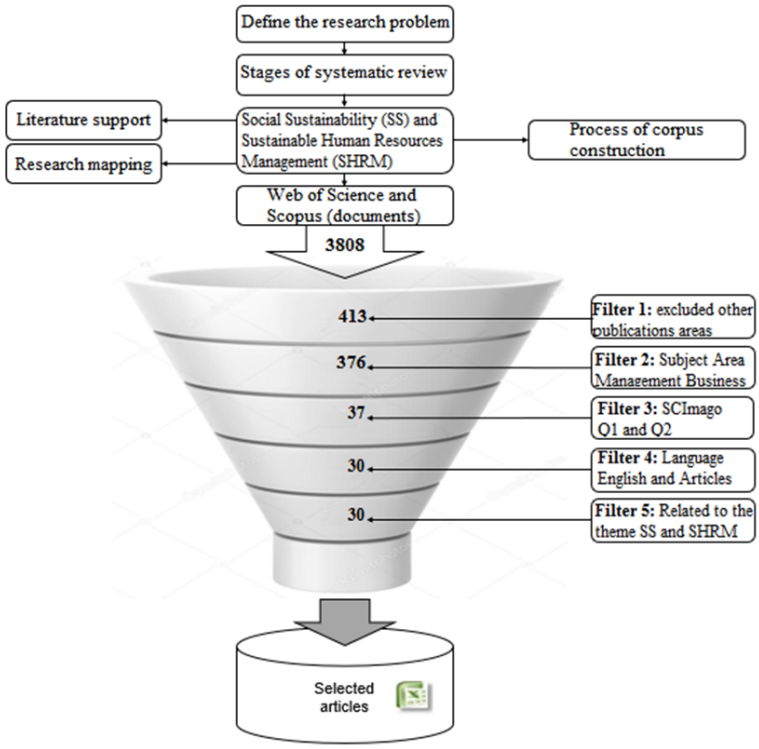

Figure 1 - Systematization of the research protocol
Source: Elaborated by the authors.

3.3 Phase Three: Dissemination of Knowledge

Third phase represents the dissemination of SLR results. Such results include the clustered synthesis that consists of generating knowledge (Tranfield *et al*., 2003). This is the most important step of the review, generating knowledge based on the collection and analysis of data (Crossan & Apaydin, 2010). Several methods can be applied in a SLR, such as bibliometric approach, meta-analysis and content analysis (Carvalho *et al*., 2013). The present study contemplates bibliometric methods and content analysis. Initially, the data were analyzed through descriptive statistics to obtain an overview of the papers in the sample. According to the rigor proposed in the SLR, the dissemination of knowledge was conducted in two stages.

3.3.1 First Step of Stage Three: Detailed Analysis

The first step of third phase provided a detailed analysis of characteristics of the papers that form the research corpus, prepared using a spreadsheet, *Gephi and VOSviewer* software. This step presented a detailed analysis of the general characteristics of the 30 papers in the corpus, containing: i) relationship among the authors of the indexed papers that compose the corpus; ii) statistics of centrality of mediation generated from the relationships between authors; iii) general statistics of the relationship between authors; iv) relationship among the most cited authors (co-citation) by degree relationship (>500) of the 30 papers in the corpus; v) statistics of centrality of mediation from the co-citation network; vi) general statistics of the co-citation network; vii) most relevant words found in the title, abstract and keywords of papers of the corpus; viii) and

relationship between the keywords in the studies that compose the corpus. Then, the content analysis was conducted using the sample corpus of the ISI Web of Knowledge (Web of Science) and Scopus databases. The last stage refers to dissemination of results, represented by this study.

3.3.2 Second Step of Stage Three: Deep Analysis

This step of knowledge dissemination consists of performing a deeper analysis of the textual corpus, the subject analysis. This step was built through the identification of clusters or categories of analysis that represented similar research issues found in the 30 papers. The categories of analysis emerge from the analysis of the textual corpus and are constituted based on different groups that emerged in the subjects of the studies. This step also performs the analysis of potential variables, which can be used to conduct future research on the subject under investigation. The creation of clusters and categories includes a detailed description of their contributions, highlighting relevant parts of the corpus, based on literature.

4. ANALYSIS OF RESULTS AND DISCUSSIONS

This section discusses the descriptive statistics of textual corpus, the analysis of co-citation networks, analysis of word cloud and, analysis of the content of the papers.

4.1 Descriptive Statistics

The literature studied includes recent publications that have shown high growth in the number of publications in recent years. The papers that make up the textual corpus sample (30 papers) include 21 journals and approximately 80 authors and co-authors, in addition to an average of 28.76 citations per document in the period considered, recorded in the databases Web of Science and Scopus.

Between the years 2016 and 2018, there was a sharp growth in publications, with 67% of the total observed in 11 years of the sample. During this period, the year 2016 should be emphasized, with 10 articles published, being the highest peak of the entire time series and reproducing the research carried out by Ehnert *et al*. (2016) with 20 citations and Montabon *et al.* (2016) with 44 citations.

However, the sample corpus reveals previous studies with enormous relevance regarding their contribution to the literature on sustainable human management and social sustainability. Among the outstanding authors there are (Jabbour & Santos, 2008) with 79 citations; *Pullman et al.* (2009) with 161 citations; Dao *et al.* (2011) with 127 citations; and (Kramar, 2013) with 51 citations. Both recent and previous studies were published in high impact journals classified in the first quartile (Q1) according to Scimago Journal Ranking. Among journals, it stands out the *Journal of Supply Chain Management, the International Journal of Human Resource Management* and the *Journal of Strategic Information Systems.*

It should note that several studies of the textual corpus have not yet been cited in the period considered, due to the time interval of citation. Among the studies not mentioned are those of Savanevičienė & Stankevičiūtė (2017), Liang *et al*., (2017), Fernández *et al*., (2017), Gallagher *et al*., (2018), Malviya *et al.*, (2018) and Yang *et al.*, (2018). Among journals of the non-cited papers we have Engineering Economics and Chinese Management Studies classified in the second quartile

(Q2) according to Scimago Journal Ranking. In addition to recent studies, the classification may be related to the lack of citation of authors in other studies.

We also analyzed the composition of authorship of the published papers in order to understand, regarding the time, the intensity that the authors have worked together on research partnerships or collaborations with other co-authors. Figure 2 shows the profile of the co-authors, individual, two authors, three authors, four authors or above this value for the component papers of the textual corpus. Only authors who have one or more citations in other works were listed.

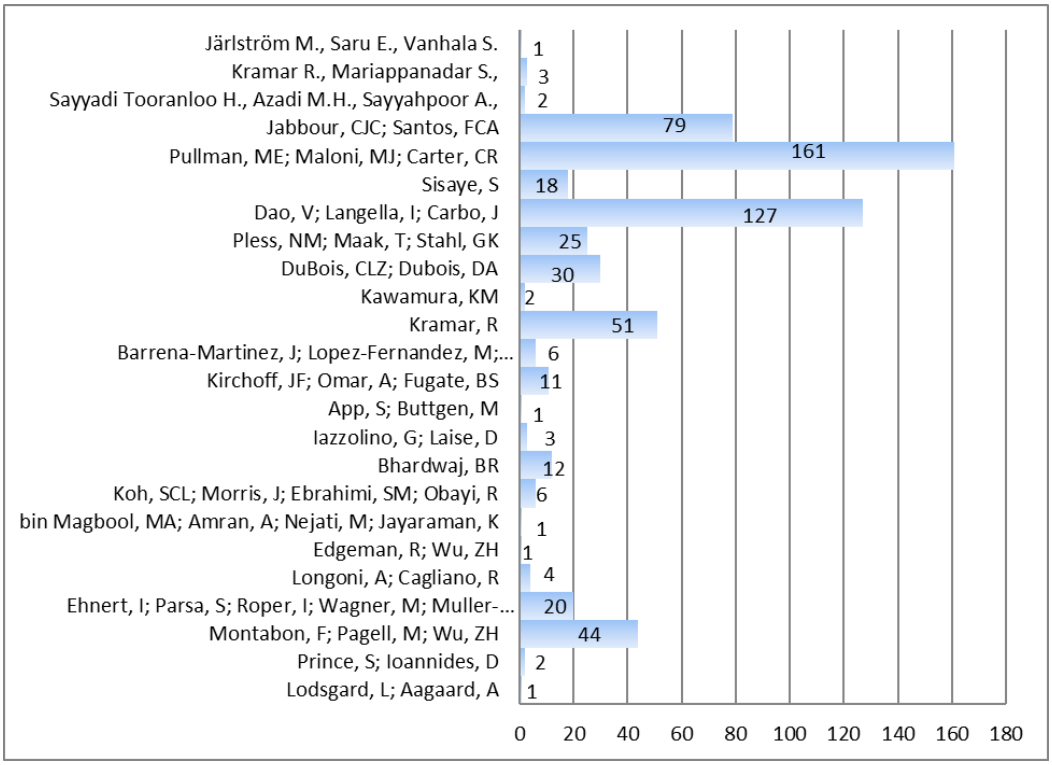

Figure 2 - Annual evolution of the number of papers in the sample
Source: Elaborated by the authors

Regarding composition of authorship of papers in the corpus verified in Figure 2, it can be seen the existence of intensity of partnerships of research over time with other co-authors, as it is observed that 4 papers have only one author, which corresponds to 13.3% of the studies analyzed. It was also noticed that 9 papers were prepared with 2 authors, which represents 30.0% of the textual corpus. The co-authorship with 3 authors was verified in 9 papers, corresponding to 30.0% of the entire textual corpus and the co-authorship with 4 or more authors was verified in 8 papers that corresponds to approximately 26.7% of papers in the sample.

It should be emphasized that the partnership between authors and co-authors intensifies from 2015, where 21 papers corresponding to 70.0% of the sample were produced on a partnership basis until 2018, which denotes intense research cooperation and highlights the inclusion of this subject in areas of growing interest by the academic community in the topic explored.

4.2 Co-citation and Word Cloud analysis

The co-citation analysis of cited references was performed based on the research protocol proposed by (Tranfield *et al.*, 2003). This evaluation allows identifying the frequency that two authors of the scientific literature are cited simultaneously by some item of the most recent literature. Following the same reasoning of the mentioned authors, it also shows that the greater the number of researchers citing the same references of the publications, the greater the probability that the double citation is not a random occurrence, which will demonstrate a type of subject related to the publications cited within the areas of investigation. Figure 3 shows the co-citation network of authors extracted from the references cited in the 30 papers analyzed.

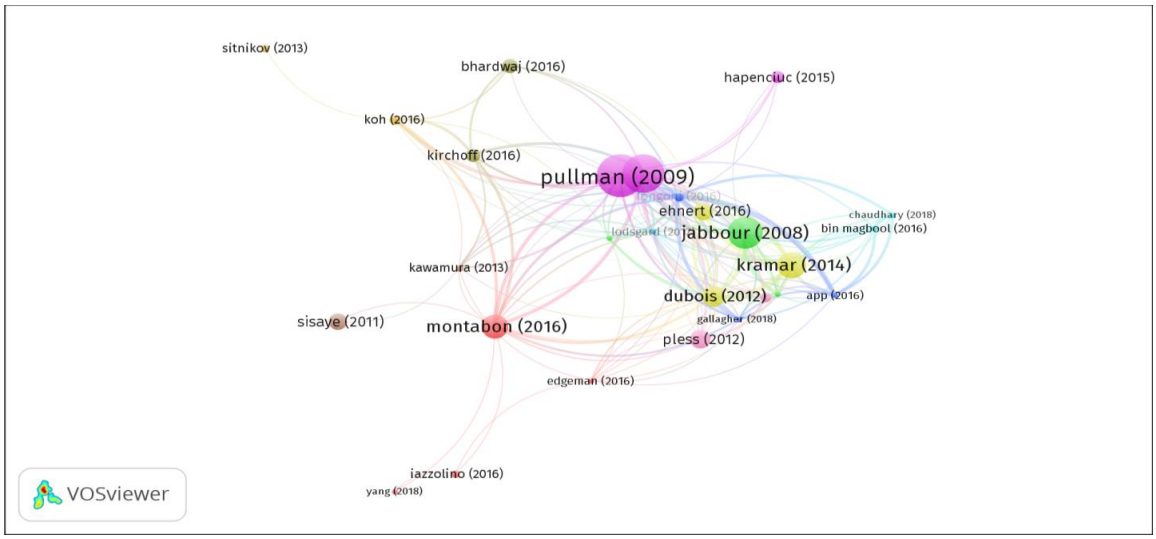

Figure 3 - Co-citation network of cited references
Source: Elaborated by the authors

Figure 3 shows 11 clusters, which the node thickness and color is proportional to the amount of citation of each author and the lines establish the co-citation relationship between the authors' references. It is possible to observe that the relationship between the authors of the research corpus presents characteristics of relationships between isolated groups, with little connectivity between them. The nodes represented by violet color characterize the authors who most established connections of associations between researchers. The green nodes symbolize the second group of authors that most established links. The yellow color represents the authors with the lowest number of links established in studies about the relationship between social sustainability and the sustainable human resource management.

Statistics complementary to Figure 3 are presented in Table 1, which presents the density, modularity and number of clusters. The statistics confirm the centrality of the authors members of the nodes represented by violet color (Figure 3). The greater degree centrality was confirmed by Pullman M. E. and Dao V. who presented Eigenvector centrality of 1.0, a measure of influence of the node within the network. The authors of the corpus represented by green nodes that presented the second highest eigenvector centrality value (0.379) were Jabbour C. J. C., Fernandez, L and Malviya, R. K. Table 1 presents the general relationship statistics between the authors of the *corpus*.

Table 1 - Statistics of relationship between authors

Network Statistic	Values
Network interpretation	Undirected
Number od comunities	11
Density	0.029
Modularity	0.919

Source: Elaborated by the authors

In general, the network represented by the relationship between the authors of the corpus presents low density, 0.029, justified by the total number of indexed studies being 30 papers and having few interactions between them. Modularity statistics indicated a value of 0.919, showing the existence of 11 distinct communities. Figure 4 shows the most relevant words found in the title, abstracts of textual corpus.

Figure 4 – Word Cloud
Source: Elaborated by the authors

Note that Figure 4 summarizes the main words used in the title, abstract and keywords of studies on social sustainability and sustainable human management. As expected, the words that stand out the most are triple bottom line, sustainable people management and social dimension of sustainability.

4.3 Content Analysis and Future Research

Based on the steps proposed in the Systematic Literature Review (SLR) and on the results of previous analyses, the content analysis of the studies was carried out in order to prepare the typology, attending the aim of this paper. It can be evidenced that the proposed typology was established from the codification of 3 clusters: Cluster 1: Corporate Social Responsibility; Cluster 2: Sustainable Management of Human Resources; and Cluster 3: Sustainable Development.

In Cluster 1 - Corporate Social Responsibility, the work of Pullman *et al.*, (2009), Barrena-Martínez *et al.* (2015), Montabon *et al.* (2016), Iazzolino & Laise, (2016), Kirchoff *et al.*, (2016), Lodsgård & Aagaard (2017) and, Yang *et al*. (2018). should be highlighted. In the study by Pullman *et al.* (2009), the impacts of adopting environmental measures and social sustainability practices

on the performance results of the company were verified. The results are not clear and objective about the adoption of practices in the sector studied. In the same thoughts, Barrena-Martínez *et al*. (2015), state that CSR is acquiring great relevance as a tool that allows increasing the competitiveness of companies and accelerating their development.

The survey by Montabon *et al.* (2016) clarifies that most of the research and practices related to sustainable supply chains lead companies and supply chain managers to put economic interests ahead of environmental and social interests. The evidence show that companies are trying to become less and less unsustainable by adopting this policy. The same authors investigated intensive and non-intensive knowledge companies and concluded that knowledge management is one of the main resources to support sustainable competitive advantage in the organization.

Similarly, the studies by Kirchoff *et al.* (2016), demonstrated the vulnerability of supply chain when they fail to implement sustainability in management practice. Lodsgård *et al*. (2017) argue that a growing number of researchers and professionals emphasize the potential for value creation through social responsibility. For them, it is high time for companies to focus on holistically oriented social responsibility for sustainable development.

In a complementary way, research developed by Yang *et al.* (2018) adopted a structural theory of the influence of interested parties and focused on how networks between activists and two shareholders affect corporate responses to contemporary environmental issues. The results will reveal an emerging and important trend towards the non-activist of the two shareholders that attempts to influence corporate environmental behavior and exercise a greater influence on modern businesses.

Cluster 2 - Sustainable Management of Human Resources, among the most outstanding authors there are Jabbour & Santos (2008), Pless *et al.* (2012), DuBois & Dubois, (2012), Kramar, (2013), Barrena-Martínez *et al.* (2015), Kramar & Mariappanadar (2015), Longoni & Cagliano, (2016), Magbool et al., (2016), App & Büttgen (2016), Sayyadi *et al.* (2017), Savanevičienė & Stankevičiūtė (2017). The studies of Jabbour & Santos (2008) and Pless *et al.* (2012) discuss how human resources development function can support the corporate sustainability strategy by designing and implementing leadership development programs incorporating service-learning tasks. Although the studies have different approaches both offer an understanding that adequate people management can contribute to a sustainable development in companies.

The research of DuBois & Dubois (2012), developed a strategic model of human resource management proposed as a framework to support sustainable adaptation to disruptive and dynamic challenges in business context related to environmental sustainability. The results highlight the significance of human resource management strategy in leadership and superior social design.

The article described by Kramar & Mariappanadar (2015) examined the sustainable management of human resources based on the synthesis and simultaneous effects of high-performance work systems and damage to employees in five countries in the Asia Pacific. The results indicated that some forms of work affect the company's profitability, in addition to causing losses to employees. (Longoni & Cagliano, 2016), found that investing in sustainable green and social operations practices is positive and is related to the benefits to the customer that contribute to a company's competitive advantage. Specifically, green operations create benefits directly for customers and increase benefits for human resources.

Magbool *et al*. (2016) investigated whether organizations can leverage their sustainability with business practices to attract valuable talent to gain competitive advantage over their competitors. This study emphasizes that a talented workforce means the success of an enterprise organization and is crucial to differentiating an organization from its competitors. According to the

authors, organizations slowly realize that human resources are unique and not imitable and are characterized as sustainable competitive advantages for business strategies.

Savanevičienė & Stankevičiūtė (2017) emphasize the inability of companies to identify the factors that influence the sustainability of human resource management in organizations. The authors researched small and medium enterprises and identified the factors affecting the implementation of human resource management by dividing into three categories, including economic, social and environmental dimensions.

Among the outstanding authors of Cluster 3 - Sustainable Development, we have Sisaye, (2011), Dao et al., (2011), (Marin Kawamura, 2013); (Ehnert et al., 2016); (Edgeman; Wu, 2016); (Koh et al., 2016); (Bhardwaj, 2016) and (Gallagher et al., 2018). The study by Sisaye (2011) sought to relate ecological approach to environmental and conservation objectives incorporated in development and sustainability reporting. It examined the evolution of sustainability reporting in relation to TBL, highlighting that sustainability is an issue that transcends many disciplines, including accounting and sociology. For the author, although sustainability has been within the realm of sociology (human ecology) and ecological anthropology, the subject has recently attracted researchers from other fields, including accounting and business management.

In the same direction Dao *et al*. (2011) demonstrate that sustainability has become increasingly important for research and business practice. Using the theory of resource-based vision, the authors developed an integrated sustainability framework, illustrating the integration of the human supply chain and IT resources to enable companies to develop sustainable capabilities and values for stakeholders to obtain sustainable competitive advantage.

Marin Kawamura (2013), developed a research about caring for the resources of an organization for several purposes. Among them, the author sought to present a concept of care that allows managers to reconnect human wealth with social progress and economic wealth in order to create a responsible, sustainable and healthy world. Thereafter, it examined sociological and feminist origins of care and discussed identifiable qualities to compare with knowledge resources.

The studies by Ehnert et al., (2016) emerge as a response to growing public awareness of the importance of contributions to sustainable development alongside studies on Sustainable HRM. The study provides information about workforce indicators, as well as occupational health and safety, training and education. There was also latent information from companies about minimum notice periods, equal pay and about investment in agreements that include human rights clauses and incidents of discrimination.

Another research obtained by Edgeman & Wu (2016) explored the supply chain's contributions to sustainable business excellence, resilience, and robustness (Koh *et al.,* 2016), supported by systems theory and the view based on natural resources, sought to advance to a theory of the integrated view of resource efficiency to assess environmental, economic, and social resources and their efficiencies in production economies. Using the OECD Human Development Index (HDI) and green growth indicators, through various studies and regression, the authors were able to examine and compare the index for 40 countries, including 34 OECD countries. The results revealed a discrepancy between social development and resource efficiency in many of the world's richest producing economies.

The research developed by Bhardwaj (2016) revealed that green supply chain management (GSCM) has become the driver of sustainable strategy, getting more and more attention from industries to become more competitive. The data were analyzed using regression and correlation analysis and the results suggest that the main drivers of the GSCM include environmental policy and green human resources management, providing them training in the adoption of sustainability

practices. Also, another important factor is the sustainability criterion in supplier selection, which was found to improve sustainability results.

The studies developed by Gallagher *et al*. (2018), highlight that sustainability depends on a balanced relationship of the triple bottom line (people, profit, and the planet). They argue that there is limited research into how employees make up people's components as vital interesting parts. For the authors, the advancement of sustainability research has been hampered by the lack of a comprehensive measure that incorporates three dimensions. The results of the study showed that the dimension of people in sustainability is the most likely pillar to lead the company to important results at the individual level.

We identified several suggestions for future studies with an impact on sustainable development. In this sense, the authors Lodsgard & Aagaard (2017) aimed to answer how the collaboration of Non-Governmental Organizations (NGOs) can support Corporate Social Responsibility (CSR) and the creation of value from the case study of five companies. The results do not allow generalization. That is why the aforementioned authors suggest a quantitative study of several cases to investigate possible similarities and differences in how value is created within and between different sectors. Also, an exploration of managerial challenges in creating value through collaborations between companies and NGOs is highlighted.

A suggestion for future development that is in line with what the authors think Koh *et al*. (2016) seriously developed an Integrated Resource Efficiency Index (IRE-Index) that demonstrates the impact of political decisions on the economic competitiveness and sustainability of nations and corporate entities. For future studies, the authors suggest quantifying the relationship between resource efficiency at the supply chain level, from pre-production to pros-production, and the integrated resource efficiency of countries.

The recommendations of Longoni & Cagliano (2016) and Magbool *et al*. (2016) draw the attention of organizations to the impact of sustainable operations on employee benefits and the attractiveness of valuable talents to obtain competitive advantage, respectively, such recommendations are consistent with what is proposed in this work. Another suggestion for the development of future works is in line with the ideas of Liang *et al*. (2017), where the authors identify determining factors for the development of the sustainable legitimacy of private companies in China and suggest comparing and contrasting their results considering other institutional contexts, such as non-transitory ones, to better understand the role that the context plays for the legitimacy of companies. organizations.

In short, it is possible to say that none of the studies addressed the public sector as well as the issue of the transfer of employees between organizational units. Although research about sustainable HRM has increased, studies in this area have been more conceptual and less applied Macini *et al.* (2017). With the progress made in sustainable HRM actions, other sectors and other researchers can structure, develop and invest in these initiatives, giving equal priority to social, economic and environmental aspects in organizations. However, developing research focused on the social dimension of TBL, specifically the sustainable management of people in the public sector can be a gap because the human pillar is largely responsible for making companies sustainable.

5. FINAL CONSIDERATIONS

This study aimed to present a SLR about the relationship between social sustainability and the sustainable management of human resources in organizations. Intending to contribute to scientific knowledge in the triple bottom line sustainability area, this paper was built based on a

research question defined *ex-ante*, elaborated from the literature. It was also created a research protocol according to methodological rigor required in the SLR (Tranfield et al., 2003), which resulted in the composition of the research corpus.

In general, the research corpus (30 papers) have a very close theoretical relationship, and there is this convergence in the citation of classical authors about the subject of study, evidenced by the relationships between them. The literature indicates the importance of integration between sustainability and business. The challenge discussed in several publications focuses on how to integrate aspects of sustainability into specific decisions to be made, such as valuing the human dimension. The studies also reveal the emphasis given to the economic and environmental aspects of TBL. Most of the literature analyzed tends to focus on attending to external demands or pressures from the companies' stakeholders and consequently, managers tend to focus their efforts on the dimensions that they consider the most relevant. Thus, the discussion of environmental issues seems to be deeper than social issues, since there is a greater diversity of related issues.

A deep content analysis was also performed based on analysis categories (clusters) that emerged in the subjects of the studies, as well as the metrics used to perform the measurement that establishes the relationship between social sustainability and sustainable management of people. In the studies analyzed there is a convergence of initiatives that corroborate so that companies seek in their strategies the retention of talent. The studies reveal that companies that develop sustainable practices, in general, manage to retain and attract more talent to improve their performance. The categories of analysis grouped papers into clusters, which allowed the assessment of patterns in scientific knowledge creation. Such form occurred by identification, mapping, and analysis of three different clusters that address the relationship proposed in this SLR. A limitation of this study lies in the fact that only two bases were used. For future studies, we suggest expanding to the bases not explored in this research.

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