



## Measuring wellbeing and sustainable HRM in Mexico (Midiendo el bienestar y la sustentabilidad de recursos humanos en México)

Yanira Lizeth Rubio Leal<sup>1</sup>; Sergio Manuel Madero Gómez<sup>2</sup>

<sup>1</sup> Tecnológico de Monterrey - EGADE Business School (México),  
[A01451350@tec.mx](mailto:A01451350@tec.mx), <https://orcid.org/0000-0002-7725-483X>

<sup>2</sup> Tecnológico de Monterrey - EGADE Business School (México),  
[A01451350@tec.mx](mailto:A01451350@tec.mx), <https://orcid.org/0000-0003-3996-7609>

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### Resumen

El propósito de este artículo es el de elaborar una escala integral de base empírica para medir la gestión sostenible de los recursos humanos y el bienestar de la empresa, respondiendo a la pregunta ¿cómo lo perciben 120 empleados en el norte de México? La investigación recopila información sobre el bienestar y la gestión sostenible de los recursos humanos, y atiende a la teoría impulsora, generando necesidades sostenibles enfocadas en las categorías económica, ambiental y social. La investigación predice además que los programas de mayor bienestar aumentan los programas sostenibles de gestión de recursos humanos en las empresas. Se presenta un análisis factorial Varimax para determinar qué variables latentes pueden estar presentes para evaluar la validez de cuatro dimensiones que comprenden el constructo GRH sostenible percibido y Bienestar en un análisis exploratorio y un modelo factorial confirmatorio. Las escalas están compuestas por un cuestionario de 30 ítems. Finalmente, la investigación proporciona evidencia a través de una prueba SEM de que las empresas de Alta Sostenibilidad tienen significativamente mayores programas de bienestar que podrían liderar futuras investigaciones.

**Palabras clave:** Bienestar, Gestión de personal RRHH Verde, RRHH sustentable, Sustentabilidad.  
**Códigos JEL:** M12, M14, M54, M50

### Abstract

The purpose of this paper is to elaborate an empirically based comprehensive scale for measuring sustainable HRM and wellbeing, how it's perceived by 120 employees in the northern of Mexico? The research gathers information on well-being and Sustainable HRM, and attend to drive theory, yielding sustainable needs focus on the economic, environment and social categories. The research further predicts that greater wellbeing programs increase sustainable HRM programs in enterprises. A Varimax factor analysis is presented to determine which latent variables can be present to assess the validity of four dimensions comprising the construct of perceived sustainable HRM and Wellbeing in an exploratory analysis and confirmatory factorial model. The scales are composed by a questionnaire of 30 items. Finally, the research provides evidence through a SEM test that High Sustainability companies significantly has greater well-being programs that could lead future research.

**Key words:** Wellbeing, Personnel Management Green HRM, Sustainable HRM, Sustainability,  
**JEL Codes:** M12, M14, M54, M50.

## 1. Introduction

In accordance with Dao, Langella y Carbo (2011), one of the principal actors in the pollution activities are the enterprises, and it is not wonder to assume that they have a greater responsibility, Carroll (1991) suggested that a model of sustainability with emphasis in corporations have four levels of responsibility: capital, legal, ethical, and philanthropic, nonetheless only few companies are taking responsibility for their acts even though many of the enterprises contribute with a high level of pollution. The carbon´s majors report (CDP, 2017) suggests that 71% of all the emissions are the consequence of only 100 companies. The industrial accidents affect the environment and life of people like the industrial accident BP Texas City Refinery in 2005, killing 15 and injuring over 100 people. (Renwick et al. 2012)

The ambition of the companies to access to limited resources has led to a world of pollution, as Malthus (2018) said, the population growth implied a lack of resources that affects the life of the human being and their environment moreover the resources are limited (Samuelson, et al., 1998) and in order to find a better process to find an efficiency of these resources the human started to pollute the planet. Human being as “asset” for a company is one of the most important elements of any enterprise and most be aligned with sustainable policies that avoid failures like the Millennium Development Goals (MDGs) that showed uneven progress (Fehling, Nelson & Venkatapuram, 2013).

Due this problematic, the present work consider that companies must develop sustainable programs since the core of the company is the human being, (Chiavenato, 2011), which is the most important asset of any company, and is the key to apply all sustainable policies, that could expand the sustainability levels of any country. The approach to explain this research is based on the fundamentals of drive theory (Hull, 1951) under a eudemonic approach. Basically, drive theory posits that certain things are required by all human beings for the continuation of their work, the paper tries to analyze the impact of well-being programs.

The well-being programs constitutes an opportunity to apply the motivational factor of Herzberg and the Maslow needs to understand the nature of the Human asset and their contributions to the sustainability.

The purpose of this paper is to elaborate an empirically based comprehensive scale for measuring sustainable HRM and wellbeing and how it's perceived by employees in the northern of Mexico.

This paper describes the literature review that identifies the main theories of wellbeing which explain the relation between sustainable HRM and wellbeing. Secondly, it analyzes the methodology through an exploration in which, we develop a scale for each of the fundamental values underlying sustainable HRM and wellbeing with a proposed four-factor model that includes scales assessing (1) Culture on Sustainable HRM, (2) Sustainable HRM Practices, (3) Motivation and Economy Satisfaction, and (4) Wellbeing, with positive focus that offers a developmental perspective, helping to orientate policy makers, CEOs, employees and survey respondents towards wellbeing and enabling identification of protective and promoting sustainable factors. These measures have valid psychometric properties and provide a solid foundation for future research on the ecological business. Thirdly, it analyzes the results of the CFA (Confirmatory factor analysis) a structural equation modeling that deals specifically with measurement between observed measures and indicators, finally we prove the statistics results in our conclusions.

## 2. Literature review

The definition of wellbeing and sustainable HRM changes depending on the scholar or place, this paper describes the literature in which a definition for both concepts is provided, which determine the scale proposed that contemplates four blocks: 1.- Culture on Sustainable HRM; 2.- Sustainable HRM Practices; 3.-Motivation and satisfaction economy; 4.- Wellbeing.

In 1987 the concept of sustainability in the UN conference report, Report of the World Commission on Environment and Development: Our Common Future (WCED, 1987). The sustainable concept has been defined as “meeting the needs of the present without compromising the

ability of future generations to meet their own needs.” (Burton, 1987). Sustainable development is a concept created to regulate the care of the environment, the excess of tons of waste and the mass production that generates pollution, is a visible issue that several countries and organizations like UN started to notice.

Lélé and Norgaard (1996) state that, sustainability lexically refers to “the ability to maintain something undiminished over some time period”. Since the pollution problems that the planes are facing and all the extreme weather that is causing several human deaths per year and the extinction of several species the sustainability has become a priority for the United Nations and several theories seem the panacea for this issue.

Theories have been proposed and continue to emerge that explore the complex interrelationships between sustainability and firms. These theories include Corporate Social Responsibility (CSR), Stakeholder Theory, and Corporate Sustainability. (Chang, et al., 2017) also exist other models like the blue economy, the green economy, the circular economy, and the systems theory, but are these theories only a panacea? Are green enterprises or sustainable enterprises 100% ‘green’? Does CSR enterprises are really helping the environment.

The corporate social responsibility known as CSR is one of the sustainable theories for Chaffee (2017), the origins of the social component in corporate behavior can be traced back to the ancient Romans said that the concept of CSR was formalized for the first time during the 50s with the work done by the American economist, Howard R. Bowen, including Carroll notes that Bowen should be regarded as the Father of Corporate Responsibility (Carroll, 1991) This concept involves the environment, the society and in accordance with Bahman CSR can be broadly defined as the activities

making companies good citizens who contribute to society’s welfare beyond their own self-interests (Pour et al., 2014) nonetheless Latapi suggest that this concept has a little commitment, and, in their work, he cites whether mention a new concept called strategic CSR used as part of brand management to achieve and maintain legitimacy in a context of globalized brands. Emphasizing the shift of social responsibility by transforming “CSR from being a minimal commitment”.

In this concept the sustainable approach takes more confidence, and many modern enterprises claim to be a CSR like Starbucks, PepsiCo, Coca Cola, Nestle, nonetheless, they are considered as top plastic polluters (Ecowatch, 2020). Moreover, they are using natural resources of LATAM/African countries that damage their environment.

People is concerning about these issues and some companies start noticing that centennials and millennials want “sustainable” products, in fact the stakeholder theory stablish the importance of a company to take care of the interest of those related with

the company, the stakeholder concept was first introduced by a memo of the Stanford Research Institute in 1963, and it referred to “those groups without whose support the organization would cease to exist.” (Pedrini and Ferri, 2019). Nowadays many firms look for the creation of innovative products with the tag of sustainable, Eco friendly- Vegan, and others, those companies only are mocking the consumer, Starbucks for example offer a ‘sustainable straw’ and only for that element they are a ‘Sustainable company’ meanwhile the costumer is happy because they are not damaging the environment besides almost the rest of the beverages are made of plastic, this is considered as the “straw dilemma”.

Even if some theories like Green Economy and Circular economy exists, the reality again has more challenges to execute the theoretical process of those models, a model that generates zero waste like green economy seems again a panacea that even the “Zero waste” stores do not offer a solution. In this kind of model, the consumer every product is sell in bulks, so they are practically ecologic, and the store mention that they do not use plastics in the process, they use sustainable suppliers and other stuff, nonetheless, many of their products have a polluting process, generating waste.

since the sea’s resources are limited and their physical conditions have been harmed by human actions, (Achachlouei & Hilty, 2015.).

Sustainability has been evolved during recent years, the importance of incorporating sustainability into the human resource management department of any company is a phenomenon

that is increasingly drawing attention because of the effects of institutional and stakeholder pressures, and for social approval (Meyer & Rowan, 1977) in this scenario sustainable HRM could be defined as “*the pattern of planned or emerging HR strategies and practices intended to enable the achievement of financial, social and ecological*” (Kramar, 2014) and contemplates three pillars of sustainability: The environment, economic and social.

Once our basic needs are satisfied, how much is enough? In recent years many employees look for jobs that respect the environment and promotes new green bonuses, the new generations live in a world in which the life is changing constantly and instead of pursuit money they want a balance in life that protects the environment and their basic needs. To answer this issue many companies started to implement new green policies in their Human resource department and should be posed mostly in the developed countries where, amidst the affluence, there is still inequity and enterprises, In the 1930s he embraced the notion that “every culture is unique, all values and mores are relative, and no culture therefore can judge as better its own values, much less seek to impose them upon another culture” (Hoffman, 1988) nonetheless the concept of organizational culture imply several terms that change depending on the region, for Goffman (1959), culture is the observed behavioral regularities when people interact: the language they use, the customs and traditions that evolve, and the rituals they employ in a wide variety of situations. Homans considers that culture is some group norms, the implicit standards and values that evolve in working groups, such as the particular norm of “a fair day’s work for a fair day’s pay” (Homans, 1950), others believe that are espoused values, the articulated, publicly announced principles and values that the group claims to be trying to achieve, such as “product quality” or “price leadership” (Deal and Kennedy, 1982).

### **2.1. Culture on sustainable HRM**

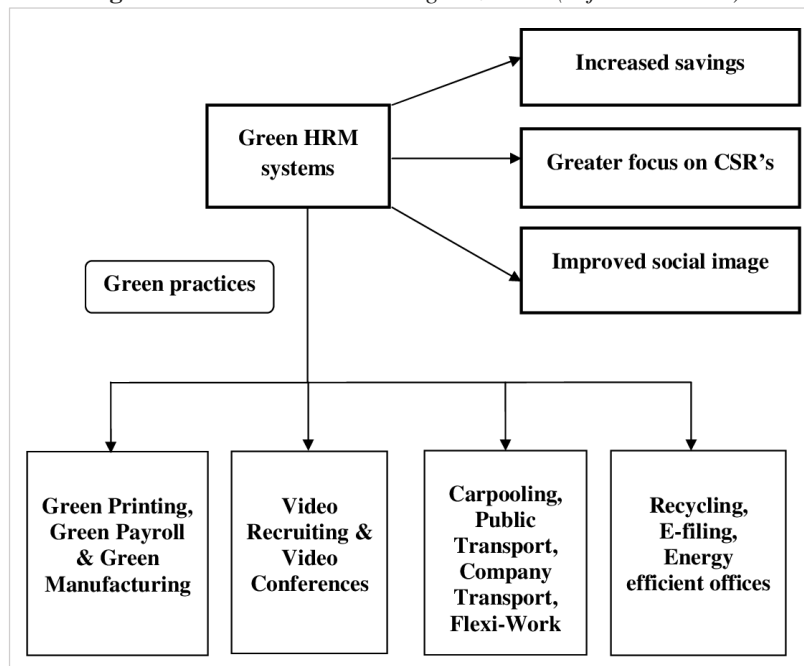
The culture involves standards, customs, traditions that a company has, and is a culture does not allow sustainable practices or if the environment in a company is not the proper, then, an employee cannot develop skills related to sustainable programs. Moreover, this aspect is considered as a basic need in the Maslow theory, the social life even in the work represents an opportunity to acquire the self-actualization, nonetheless if the culture in a company is not good enough, if there exist discrimination among the employees, then a sustainable environment cannot be developed, if work is introjected into the self (I guess it always is even when one tries not to), then the relation between self-esteem and work is closer than I had thought. Especially healthy, stable self-esteem (feeling of worth, pride, influence, importance, etc.) rests on good, worthy work to be integrated into, thereby becoming part of self. Maybe more of the contemporary malaise is due to the introjection of non-prideful, robotized, broken-down-into-easy-bits kind of work than I had thought (Lowry, 1979).

### **2.2. Sustainable HRM Practices**

Sustainable HRM enhance the sense of empowerment, work life balance, health and safety conditions (Shahida & Hamid, 2019), more business are staring to implement better practices on their work environment as HR proposals, like green selection & recruitments through video recruiting and conferences which allow to candidates to eliminate polluting processes, or practices like green bonuses (Vij et al. 2013)

To avhieve sustainability it is necessary consider the main asset of every company, the “employee”, so if an employee started HRM is the most successful tools which contribute to the formation of human capital, and in revolve, contributes to organizational performance and competitive advantage In accordance with Asis, sustainability training for example as a HR practice raise the sustainability not only in the work environment but also in social environment, social welfare and working life of human resources (Asis & Edralin, 2018).

**Figure 1.** *Green Practices in organizations (Vij.P et al 2013)*



### 2.3. Motivation and satisfaction economy

Motivation is a feature of the human being that allows their development not only in their life but also in their work, is considered as a predictor of job performance, aptitudes and skills, (Mohd Said, et al., 2015), in accordance with Brech (1969), motivation is a general inspirational process which gets the members of the team to pull their weight effectively, they properly carry out the tasks that they have accepted and generally to play an effective part in the job that the group has undertaken. This motivation is developed by the inner state that energizes, activates, or moves behavior toward goals, for other motivation is a personal feature activated by the personality or expectancy of the employee, (Vroom, 1964). Motivation is studied as a fundamental chain in which several theories are studied to find the best practices to implement in the HRM field to improve the job performance. Frederick Herzberg believed that the key motivators were achievement, recognition, advancement and job interest, others like Victor Vroom that established his own expectancy theory in which an employee's beliefs about Expectancy, Instrumentality, and Valence create a motivational force that allows a person to act in order its interest (Pindur et al. 1995). Motivation is mainly concerned with the forces that stimulate human behavior. the factors that channel & direct this behavior and the way in which this behavior can be maintained or eliminated, (UKessays, 2003). According to Maslow, humans have five sets of needs that are arranged in a hierarchy, beginning with the most basic and compelling needs (Johns and Saks, 2005, p. 139). A person must complete the basic needs to achieve the goals, if a person does not have enough support to fulfill the basic needs as food, accommodation, clothes, etc, then the employee cannot achieve the “self-actualization” (Maslow, 1943) and will affect their daily performance.

### 2.4. Welbeing

Two approaches have been emerged in the last years, the hedonic and eudaimonic approach. The first one accentuates constructs such as happiness, positive affect, low negative affect, and satisfaction with life (Diener, 2009), in general the hedonic approach encapsulates well-being as hedonic pleasures or happiness (Ryan & Deci, 2001) the second one highlighted positive psychological functioning and human development (Waterman, 1993). Dodge assumes that wellbeing is “when individuals have the psychological, social, and physical resources they need to

meet a particular psychological, social and/or physical challenge (Dodge, et al. 2012). When individuals have more challenges than resources, the see-saw dips, along with their wellbeing, and vice-versa. On another hand, Headey & Wearing (1991) proposed a model with differences between individuals in terms of “stable stocks” or stable personal characteristics in which each person has a level of subjective wellbeing which represents his/her own, normal “equilibrium level”. Many people believe that well-being is too different from sustainability concept, nonetheless in accordance with Bache & Reardon (2013), well-being has economic, political, environmental, and social implications, that must be review in order to achieve better job’s environments, meanwhile sustainability has a focus on economic, social and environmental categories. Improving wellbeing and sustainability are main goals of government (Scott, 2012), nonetheless, many authors are discussing about what is wellbeing and it’s more a puzzle that a clear answer (Dodge, et al., 2012) and Employee well-being at work can broadly be described as the overall quality of an employee’s experience and functioning at work (Warr, 1987).

### **2.5. Well-being and sustainable HRM**

Well-being is related with sustainable HRM, a stronger link between current sustainable HRM research and well-being “is desirable insofar as one of the ultimate goals of sustainability research is the pursuit of our and future generations’ happiness” (Kajikawa,2008). Thus, it appears there is a clearly expressed need to incorporate a more extensive well-being perspective. Sustainability and well-being approaches express aims in terms of increasing well-being, despite both approaches looks a better ecosystem for the human being speaking in an economic, environmental and social wellness, this is defined by the factors that surrounds humans, due depending on the environment or the specific needs that a human being has, the life of people could differ. Drive theory mentioned those certain things are required by all human beings for the continuation of their lives or for their well-being. Seward and Seward (1937) defined drive as “an activity of the total organism resulting from a persistent disequilibrium”, as Kottler said people must satisfy their necessities, a human need is a state of deprivation of some basic satisfaction. People require food, clothing, shelter, safety, belonging, and esteem. These needs are not created by society or by marketers, (Kotler, 2000) and those necessities when they acquire form or though became desires. Drive theory suggest that these necessities must be satisfied to achieve wellness, moreover, the eudemonic approach suggest that a person could reach happiness if their life has a purpose, nonetheless, this only could be achieved if the person has their basic needs complete.

## **3. Methodology**

### **3.1. Theoretical research**

This study begins with a thorough analysis and review different questionnaires of wellbeing and sustainability. After this first analysis, all “Summary Audit” items were discarded since they were already included in other blocks.

### **3.2. Items clarification and Questionnaire development**

The questionnaire has 9 demographic questions and a balance of 33 items in a likert scale, to evaluate and fine-tuned to avoid possible biases, such as very large questions, eliminate redundancies, double affirmations, two or more statements on each of them, improve the readability and understanding of each of the items, modify some words to make a simpler language. When a specific question had two or more statements included in the same item, it was divided either into five subsets of questions, one of these were the demographic information. The scale was applied only to employees to measure wellbeing and sustainable HRM practices on personnel

a) Culture on Sustainable HRM, (6 items, own desing)

1. Do you know the environmental laws applicable to your business activities?
2. Do you prefer to use more technological tools than printed paper?

3. Would you agree to change all your work processes to more ecological ones?
  4. Do you support to improve the existing sustainability conditions in the company?
  5. Do you care about the environment?
  6. If you were given a choice, would you prefer a green voucher (donations on your behalf to other sustainable programs) instead of a traditional voucher (monetary rewards for you)?
- b) HRM Practices (4 items, own design)
1. Have you had training on sustainability?
  2. In the talent attraction process, do you ask for printed stationery?
  3. Do you consider that the induction programs (onboarding) in your company have sustainable practices?
  4. Do you consider that the talent attraction programs in your company have sustainable practices?
- c) Motivation and satisfaction economy (5 items, own design)
1. Does your financial compensation meet your nutritional needs for you and your family?
  2. Does the financial compensation you receive satisfy your need to have a decent home for you and your family?
  3. Does the financial compensation you have satisfy your needs to cover your health for you and your family?
  4. Does your income meet your needs to pay for a school education for you and your family?
  5. Does your salary satisfy your need to go out to recreational activities for you and your family?
- d) Well-being (18 items, adapted from Parker & Hyett, 2011)
1. Understanding that workplace wellness programs such as business programs that seek to satisfy the needs of employees, such as personal, social, economic, and cultural needs that promote productivity and motivation, do you have wellness programs at work?
  2. Does your work life have a purpose?
  3. Is your work life meaningful?
  4. Are you engaged and interested in your daily work activities?
  5. Are you optimistic about your future at work?
  6. Do people at work respect you?
  7. Is your work satisfactory?
  8. Do your daily work activities give you a sense of direction and meaning?
  9. Does your job increase your sense of self-worth?
  10. Does your job allow you to modify your effort to suit your strengths?
  11. Does your work make you feel that, as a person, you are prospering?
  12. Do you feel capable and efficient in your daily work?
  13. Does your job offer challenges to improve your skills?
  14. Do you feel that you have any level of independence at work?
  15. Do you feel personally connected to the values of your organization?
  16. Do you feel physically well doing your activities at work?
  17. Do you feel safe expressing your concerns and ideas with your boss?
  18. Does your job provide training to strengthen and develop your skills?

The Questionnaire design was in Spanish and completed with the introduction of a Likert Scale. The previous overall scoring was modified from initial 5 elements (0, 2, 3, 4, 5) into a more rigorous attitudinal scale, which included direction, graduality and polarity, with gradings from Totally

Disagree to Totally Agree. This nominal scale allows to identify a good measurement to have a significant increase in the number of respondents that can be analyzed, allowing a more representative basis for reviewing the field via internet and to obtain a rigorous set of methods designed to systematically identify the intellectual content and structure of the research, its analysis, inferences, and conclusions, in accordance with Babbie (2021).

### ***3.3. Empirical Field Test***

Questionnaire uploaded and created utilizing “Qualtrics XM” Platform was sent via internet to a convenience sample of business employees from diverse enterprises in Mexico. The survey was sent to HRM managers in the north of Mexico, since we consider this segment tends to comply with the characteristics of which the final instrument is designed for. Were collected 120 answers of employees from the northern of Mexico, 45% were man and 55% women, of which 57% work on services, 19% work on the industrial sector and the 24% work on the commercial sector.

### ***3.4. Depuration Results***

Due to time constraints and delay in responses, a decision was done to run all statistical validation studies with a cut-off point of 120 respondents. Hence, all the following stages and processes are based in a limited set of 33 questions. Due to this situation, the data were analyzed separately with factorial analysis and no rotation, eliminating those items that would result in load weights lower than 0.7 and/or had load weights in more than one dimension in the analysis. The next statistics analysis will be proved by a SPSS exploratory factor analysis with a sample obtained by a Qualtrics survey.

### ***3.5. Exploratory Analysis and Confirmatory Factorial Model***

The 33 items were then treated with a confirmatory factorial model, extracting, and depurating all data from the statistical analysis, doing a Varimax rotation to identify possible dimensions and latent variables. While doing this it was decided to eliminate on each round of analysis those items that were either having low factor weight loads (0.7 or less) and/or where loading into different dimensions. The purification process was done until I found all the remanent items with high factor weight loads and loading into one dimension, ending with thirty items.

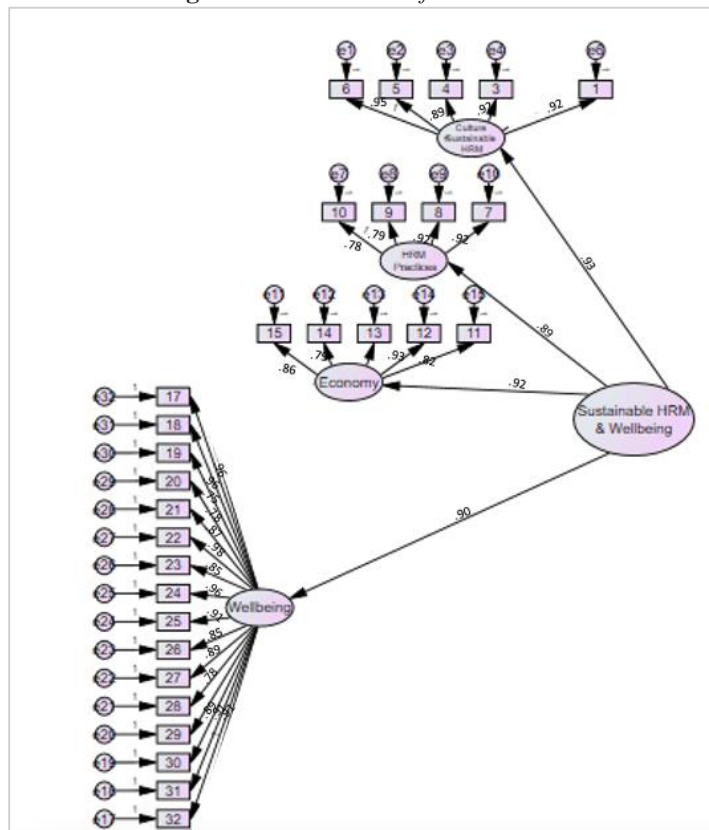
## **4. Results**

SEM can test complex set of regression equations simultaneously. Further, in addition to the text outputs, SEM can model the relationships of the Qualtrics data graphically. By using SEM, this research had been conducted with a confirmatory approach in data analysis as well as it estimates error variance parameters. Further, SEM incorporated both observed and latent variables, whereas former methods are based on observed measurements only in which a model of 30 items was the result with 4 variables as the figure 1 shows.

Accordance with the results, key relative and absolute fit indicators are within limits for the model to be considered as presenting confirmatory convergence. The results of the structural path model suggest a good fit of the model to the data. All the measurement weights (between the observed variables and their corresponding latent variables) were statistically significant and ranged between 0.61 and 0.95 (standardized coefficients).



Figure 2. Amos model of the research



The Kaiser-Meyer-Olkin (KMO) that is used in research to determine the sampling adequacy of data that are to be used for Factor Analysis is greater than .05 means an adequate model. (MacCallum et al, 1996). The results of absolute fit indexes were acceptable with a relative/normed chi-square ratio ( $\chi^2/df$ ) (or CMIN/DF) value of 3376 (Wheaton et al., 1977) and a root mean square error of approximation (RMSEA) value of 0.077 (MacCallum et al., 1996; Hooper et al., 2008, and Byrne 2013).

In addition, baseline fit coefficients were highly satisfactory with an incremental fit index (IFI) value of 0.94, a comparative fit index (CFI) value of 0.913 and a Tucker–Lewis’s index (TLI) value of 0.90 (Hooper et al., 2008). This confirms that they were also a good fit to the data; all the values passed the recommended value of 0.9 (Hooper et al., 2008).

According to Byrne (2009) and Hair for approximate fit index, root mean square error of approximation (RMSEA) having a value less than 0.08 would represent a reasonable fit. In the model found, the result is under 0.08. Also, Chi-square/Degree of Freedom (CMIN/DF) having a value less than three would represent a reasonable model fit. Based on modification indexes, all items of factors were found to be in the acceptable range values (the acceptable range of CMIN/DF is  $< 3$ , RMR is  $< 0.1$ , GFI is  $> 0.9$ , AGFI is  $> 0.9$ , TLI is  $> 0.9$  and RMSEA is  $< 0.08$  (Byrne, 2009) and (Hair et al, 2010).

Even though the values for NFI and RFI do not exceed 0.9 they still met the requirement suggested by Baumgartner and Homburg (1996), and Doll, et al., (1994). The value is acceptable if above 0.8 in our first model. Very similar and consistent the results for the Construct and its four Dimensions allow us to demonstrate and confirm convergent and discriminatory validity for the model, as well as the goodness of fit. The reliability of Cronbach's alpha is acceptable with a .823 (Byrne, 2013) Both relative adjustment indicator (CMIN/DF) of 1.398 (less than 3.0) and absolute adjustment indicators (RMSEA) value of 0.076 (less than 0.8), and baseline fit coefficients were highly satisfactory with an incremental fit index (IFI) value of 0.932, a comparative fit index (CFI)

value of 0.928 and a Tucker–Lewis index (TLI) value of 0.904 (Hooper et al., 2008). This confirms that they were also a good fit to the data; all the values passed the recommended value of 0.9 (Hooper et al., 2008).

After each set of questions for all blocks was analyzed, reviewed, and depurated, the total items number dropped to 30 items and 4 blocks, in the table 1 the paper presents a comparison of all items in the original field guide and the ones resulting after the clarification process.

**Table 1** *Comparative of items finals before and after of the statistical analysis*

	Block Name	Original Set of items	Refined Set of Items
1.	Culture on Sustainable HRM	6	5
2.	HRM Practices	4	4
3.	Motivation and satisfaction Economy	5	5
4.	Well-being	18	16
	Total	33	30

Source: Own creation

## 5. Discussion

In the present study, we investigated the properties of a new scale of sustainable HRM and wellbeing in a sample of 120 employees, our aim, was to validate a new version of the model of wellbeing and Sustainability that is best able to explain the factor structure of the new scale.

In line with this objective, we tested the models with a confirmatory factor analysis indicated that

These results further confirm that well-being is an important key to achieve the sustainable HRM in Mexico, people tend to act depending on their own motivators, and programs that involves the seven dimensions including Physical, Intellectual, Environmental, Vocational, Social, Emotional and Spiritual health, generates a culture of motivation that change the behavior of the employees, increasing the ideas of the sustainable policies and taking responsibility of their own actions about the environment (Caroll, 1991). The results of absolute fit indexes were acceptable with a normed chi-square ratio, The CFA verified the number of underlying dimensions of the instrument, confirming that construct validation, and the evaluation of measurement invariance is acceptable. The paper describes a strong measurement of the well-being and sustainability HRM which could led future research to develop new strategies for companies that could adopt new sustainable policies without face a strong resistance to change.

The concept of sustainable well-being is almost new in the research field, and it could have more seriously (Helne & Hirvilammi, 2015). Well-being programs should be considered as a priority due is a Herzberg factor that impulse employees to develop, sustainable ideas, culture, and a better work.

There are limited studies on this understanding with a validity and reliability approach and with academic and scientific rigor, the limited sample, so we believe and a hope that this research could open new avenues to the study and application of the evolution of organizational culture and stakeholder's relationship, sustainable HRM, wellbeing.

It is observed that the measurement of the human resource management practices are very general, so it is necessary to develop it on a scale with a greater number of reagents in order to have a comprehensive perspective of the RH function.

In a future we hope to implement this scale in LATAM, and more importantly, the research will contribute to demystify capitalism as they key reason of inequality growth in the world and to create awareness amongst different stakeholders and enterprises about their specific role and contributions into society as a whole.

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## 7. Appendix

Questionnaire in Spanish

a) Culture Sustainable HRM, (19 items, own design)

Q1 ¿Conoce las leyes ambientales aplicables a sus actividades empresariales?

Q2 ¿En su empresa prefieren usar más herramientas tecnológicas que el papel impreso?

Q3 ¿Estaría de acuerdo en cambiar todos sus procesos laborales por unos más ecológicos?

Q4 ¿Usted apoya para mejorar las condiciones de sustentabilidad existentes en la empresa?

Q5 ¿Se preocupa por el medio ambiente?

Q6 Si le dieran a elegir ¿Preferiría un bono verde (donaciones en su nombre a otros programas sustentables) en lugar de un bono tradicional (recompensas monetarias para usted)?

Prácticas de RRHH.

Q7 ¿Ha tenido capacitación en materia de sustentabilidad?

Q8 ¿En el proceso de atracción de talento, se pide papelería impresa?

Q9 ¿Considera que los programas de inducción (onboarding) en su empresa tienen prácticas sustentables?

Q10 ¿Considera que los programas de atracción de talento en su empresa tienen prácticas sustentables?

b) Motivation and satisfaction economy (5 items, own design)

Q28 ¿Su compensación económica satisface sus necesidades alimenticias de usted y su familia?

Q29 ¿La compensación económica que recibe satisface sus necesidades de tener una vivienda digna para usted y su familia?

Q30 ¿La compensación económica que tiene satisface sus necesidades de cubrir su salud para usted y su familia?

Q31 ¿Sus ingresos satisfacen sus necesidades de pagar una educación escolar para usted y su familia?

Q32 ¿Su salario satisface sus necesidades de salir a actividades recreativas para usted y su

familia?

d) Well-being (18 items, adapted from Parker & Hyett, 2011)

Q39 Entendiendo que programas de bienestar laboral como a los programas empresariales que buscan la satisfacción de necesidades de los empleados, como necesidades personales, sociales, económicas y culturales que fomenta la productividad y la motivación ¿usted tiene programas de bienestar en su trabajo?

Q40 ¿Su vida laboral tiene un propósito?

Q41 ¿Su vida laboral es significativa?

Q42 ¿Está comprometido e interesado en sus actividades laborales diarias?

Q43 ¿Es optimista sobre su futuro en el trabajo?

Q44 ¿La gente en el trabajo le respeta?

Q45 ¿Su trabajo es satisfactorio?

Q46 ¿Sus actividades laborales diarias le dan un sentido de dirección y significado?

Q47 ¿Su trabajo aumenta su sentido de autoestima?

Q48 ¿Su trabajo le permite modificar su esfuerzo para adaptarlo a sus fortalezas?

Q49 ¿Su trabajo le hace sentir que, como persona, está prosperando?

Q50 ¿Se siente capaz y eficaz en su trabajo diario?

Q51 ¿Su trabajo ofrece desafíos para mejorar sus habilidades?

Q52 ¿Siente que tiene algún nivel de independencia en el trabajo?

Q53 ¿Se siente personalmente conectado con los valores de su organización?

Q54 ¿Se siente bien físicamente realizando sus actividades en el trabajo?

Q55 ¿Se siente seguro al expresar sus preocupaciones e ideas con su jefe?

Q56 ¿Su trabajo le brinda capacitaciones para fortalecerse y desarrollar sus habilidades?