

Mediating Role of Women Career Aspiration and Organizational Commitment in the Relationship between Women-Friendly Human Resource Management Practices and Organizational Sustainability: A Review and Research Agenda

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Abstract

This review paper explores the relationships among women-friendly human resource management practices (WF-HRM), women career aspiration, organizational commitment and organizational sustainability. In order to achieve the objectives of the review, a systematic review of literature was conducted by using an archival method. This review process has deployed more than 45 research papers which are relevant to the reviewed concepts. Findings of the review indicate that there are positive relationships among the reviewed concepts. In addition, the relationship between women-friendly human resource management practices (independent variable) and organizational sustainability (dependent variable) is mediated by the women career aspiration (mediating variable-1). Similarly, organizational commitment (mediating variable-2) mediates the relationship between women-friendly human resource management practices and organizational sustainability. Apart from these, women career aspiration and organizational commitment sequentially mediate the relationship between women-friendly human resource management practices and organizational sustainability (independent variable → mediating variable-1 → mediating variable-2 → dependent variable). Finally, this review proposes the mediation models which are useful to test and understand the relationships among the reviewed concepts empirically in future studies and also identifies some research gaps in the existing literature and suggests some useful future research agendas.

Key Words: Organizational Sustainability, Organizational Commitment, Women Career Aspiration, Women-Friendly Human Resource Management Practices

Introduction

Financial opportunities and the demand for competent talents in various areas have made it easier for women to obtain jobs. Education advancements and increased access to higher education have allowed women to pursue careers. According to the University Grants Commission of Sri Lanka (2022), 64.8% of undergraduate course admissions at universities and higher education institutes were female, while 35.2% were male. As more women gained access to high-quality education, they learned the skills and knowledge needed to enter profitable jobs and contribute to the labour force. Women's educational opportunities have helped them to break away from traditional limits and reach their full potential in a range of careers.

Further, with rising living costs and the need for two sources of income to support families, many women have taken up employment to help them financially and improve their general standard of living. Nevertheless, according to the World Bank report (2023), the labour force participation rate among females is 32.1%, and among males is 71.9% in Sri Lanka. Compared with labour force participation in the lower middle-income group, the gap between men and women is higher in Sri Lanka. However, women's participation in the labour force gradually increased and after the COVID-19 pandemic it shows a downward movement indicating that there is still a vacuum in WF-HRM practices in Sri Lankan organizations to attract and retain women workforce.

Like men, women also contribute directly (as working women in the organizations) and indirectly (supporting working men and children's development at home) to the development of the organization. Especially women who work with less support from their homes face many work-related challenges. They need more support and care from the workplaces.

Most of the women at work face several barriers that lead to psychological and physical problems, illness, job unhappiness, low organizational commitment, and high turnover rates. According to Hernandez, Usabiaga, and Toledo (2024), in general, men are paid more than women in Spain and this gender wage gap (GWG) is not always justified by their respective attributes.

A study conducted by Zhang, Holdsworth, Turner, Andamon (2024) in Australian context indicated that there is a misalignment between career aspiration and career reality due to gender bias, discrimination and harassment, procedural bias and a demanding work environment based on a male work model. Shen, Chanda, D'netto and Monga (2009) pointed out that most companies are hesitant to hire and promote women for senior positions. Similarly, Stamarski and Song Hing (2015) observed that many workplace inequalities are based on HRM practices, including hiring, training, compensation, and promotion. Thus, there is a necessity to minimize these habits of organizations. Because, an organization's sustainable growth and competitiveness can be built through the women workers too (Chepkemei, Yano, Kirop, Kogei, and Magugui, 2013).

Moreover, the sustainable development goals (SDGs) for the "Agenda 2030" were adopted by all member states of the United Nations (UN) including Sri Lanka in 2015. Out of the 17 sustainable development goals, some goals are directly and indirectly connected

with organizational life as well. Goal numbered 3 is about ‘good health and well-being’, goal numbered 5 is related with ‘gender equality’, goal numbered 8 is about ‘decent work and economic growth’, goal numbered 10 is about ‘reduced inequalities’, goal numbered 12 is about ‘responsible consumption and production’, and goal numbered 16 is about ‘peace, justice and strong institutions’. Hence, organizations have to adopt these goals into their HRM systems, strategies, policies, and practices.

However, most organizations have HRM practices that are designed by men for men (Munongo and Pooe, 2021). Therefore, it is essential to explore specific WF-HRM practices to gain the ultimate outcomes of achieving a competitive advantage. Additionally, it is unknown whether and how employees’ aspirations to progress in their professions are advantageous to their organization (Baroudi, Khapova, Fleisher, and Jansen, 2018). Further they suggested that, future studies should focus on how organizational support affects the mediated relationship between individuals’ contributions to organizational capabilities and their career aspirations—Moreover, according to Jehanzeb and Mohanty (2020), the literature regarding organizational commitment emphasized that organizational commitment can produce favourable results to individuals (e.g.: high work efficiency, productivity, and work performance) as well as organizations (e.g.: high organizational performance, good will, and image). Hence, organizational commitment is an important input for organizational success and sustainability.

Even though previous researchers have examined a few practices that are friendly for women in the work places, comprehensive research works and theoretical models that explore the mediating role of women career aspiration and organizational commitment in the relationship between WF-HRM practices and organizational sustainability are hardly found. Hence, this study aims to develop a theoretical model (in this paper) that will help organizations to develop WF-HRM practices to attract, utilize, develop, and retain the women workforce efficiently and effectively, and then test that model at a subsequent time. Developing WF-HRM practices to attract, utilize, develop, and retain the women workforce efficiently and effectively is a must. It is because of that, HRM is the efficient and effective utilization of human resources to achieve the goals of an organization (Opatha, 2016; Opatha, 2024).

Workplace equity for women is a long-standing issue that persists today. The advancements in gender equality have not eliminated discrimination, bias, and barriers that prevent women from advancing professionally. This issue must be addressed, and it is essential to create a workplace that promotes diversity, equality, and inclusiveness. WF-HRM practices help to reduce gender gaps and provide equal opportunities for women. Creating an inclusive work environment coupled with relevant strategies serves to minimize biases, discrimination, and impediments that women frequently confront in their professional lives. WF-HRM practices can help businesses attract and retain competent women. HRM practices targeting inequality in recruitment, appraisal, advancement, and reward have been found to improve inclusiveness and to improve equal employment opportunities (Shen, Chanda, D'netto, and Monga, 2009; Hossain, 2023).

Therefore, organizations must provide a more friendly work atmosphere for women to keep them for longer periods. In this context, WF-HRM practices remain an area that still requires greater attention. Especially, empirical studies are essential to understand the drivers of women's organizational commitment in developing countries (Munongo and Pooe, 2021). Further, contextually it seems that there is a lack of attention given to HRM research on WF-HRM practices influencing on women's career aspirations and organizational commitment in Sri Lanka. Hence, the objectives of this review are to explore the relationships among women-friendly human resource management practices, women career aspiration, organizational commitment and organizational sustainability, and to theorize the mediating role of women career aspiration and organizational commitment in the relationship between women-friendly human resource management practices and organizational sustainability by reviewing the existing literature. The findings of this review may be useful in testing these relationships empirically in this research area and pave the way for future researchers to further explore these relationships and mediating effects empirically.

This review paper is structured as follows. The next section provides the method of the review, third section presents the review of the relevant literature connected with women-friendly human resource management practices, women career aspiration, organizational commitment and organizational sustainability, and develop relevant and possible hypotheses. After that, based on the literature review and discussion, this review puts forward the three path mediation models with an appropriate research agenda and finally, it ends up with the conclusion.

Research Method

In order to achieve the review objectives, a systematic review of literature was deployed using the archival method as recommended by Transfield, Denyer, and Smart (2003). This review process includes classifying the literature from sources such as journal articles, edited works, and other research papers relating to the review topic/concepts, analyzing and reporting the findings of the review. This review considers the research works on 'women-friendly human resource management practices', 'women career aspiration', 'organizational commitment' and 'organizational sustainability' available in the literature. The archival method was used in this review paper for data collection because it enabled the researchers to structure research and build a reliable knowledge base on existing literature connected with women-friendly human resource management practices, women career aspiration, organizational commitment, and organizational sustainability.

Literature Review

Women-Friendly Human Resource Management (WF-HRM) Practices

According to Navya (2023), women-friendly HR practices are a collection of guidelines, initiatives, and tactics that companies use to foster an inclusive and encouraging work environment that caters to the unique requirements and difficulties that female employees come across. Women-friendly HR practices cover a wide range of topics such as hiring and selection procedures that guarantee equal opportunities for women, equitable pay and benefits, flexible work schedules to support work-life balance, enforcing policies against harassment and discrimination based on gender, advancing opportunities for women's career development, offering networking and mentoring programs, and

cultivating a culture that values diversity and inclusion. A study conducted in Hong Kong by Chiu and Ng (1999) identified twenty (20) WF-HRM practices. They are: mentoring relationship, job description, extended maternity benefits, development contracts, choice of benefit plans, counselling for female employees, flexible work hours, control on gender quota, control on pay equity, job sharing, anti-sexual discrimination and harassment committee, no-pay leave, training for employees regarding sexual discrimination and harassment, women-only training programmes, advice on family/work life, gender composition quota, paternity benefits, child-care facilities, women promoted over men, and reduced work hours for women.

Munongo and Pooe (2021) identified a number of HR practices such as organizational rewards, career development, organizational support, supervisor support, and work environment design, which should be used to foster a welcoming work environment for women in order to increase their commitment to the organization. Ng and Chiu, (1997) identified seven women-friendly dimensions (WFDs), namely, formalized HRM, anti sex discrimination policies, training and development opportunities, positive equal opportunities measures, maternity and paternity benefits, family-friendliness, and flexitime work arrangements. Those WF policies are thought to be inclusive of all female employees, regardless of their unique personal situations and HRM practices that are friendly to women indicate that a firm values its female employees (Chiu and Ng, 2001). According to Infante and Darmawan (2022), discrimination practices and sexual harassment in the workplace require various alternative solutions. A study conducted in Saudi Arabian context, revealed that HRM practices have a positive impact on workplace safety for women and the author suggested that HRM policies should be tailored to working women's needs in maternity, health, transportation, childcare and a safe workplace (Khan, 2023). In this context, WF-HRM practices are essential for promoting gender equality and enhancing women's well-being in the workplaces. These practices not only mitigate discrimination but also promote an inclusive work environment that supports women's career aspiration, career commitment and career advancement.

Organizational Sustainability

According to Opatha (2024), sustainability is a critical modern challenge being faced by all the organizations in the world and all the people including employees in the world. It has a significant impact on HRM in any organization irrespective of ownership, size, nature of industry, and age. Organizational sustainability includes three key dimensions such as economic, social, and environmental performance of organizations (Opatha, 2019). In an alternative way, organizational sustainability means the ability of an organization to sustain and continue its operations and position for a long period of time constructively without making harm to the society. This sort of 'organizational ability' is subject to generate and retain required economic, social and environmental performance continuously.

The notions of an organizational sustainability and a corporate social responsibility are complementary since it is widely acknowledged that corporate social responsibility entails organizational responsibilities with respect to economic, social, and environmental performance, as pointed out by Bakker, Groenewegen, and Hond (2005). On other hand, sustainable practices within organizations, according to Wilkinson, Hill and Gollan (2001),

include the necessity for them to make adjustments that advance sustainable development without endangering future generations and the significance of implementing morally sound and strategically sound human resource management to support both employee growth and the environmental objectives of the organization. Recently, the idea of “sustainable HRM” has surfaced in relation to the larger sustainability agenda. It explores the role that HRM plays in integrating broader sustainability initiatives within organizations and establishes a connection between HRM practices and organizational sustainability (Ehnert, Parsa, Roper, Wagner and Muller-Camen, 2015; Opatha, 2019).

Women Career Aspiration

According to Rojewski (2005), career aspiration is considered as an individual’s ‘point-in-time expression’ of ‘career-related goals or choices’. Career aspirations indicate a desire to succeed in one’s field of work (Strauss, Griffin, and Parker, 2012). Further they explained that, workers with career aspirations regularly seek career advice just to prepare for their future and actively participate in networking and skill-development activities. It reflects a person’s ideal conditions or circumstances-based career goals (Rojewski, 2005). According to Yun and Min (2015), men and women have distinct career aspirations, and these goals evolve over time. Women with high career aspirations typically face hurdles in advancing inside the organizational structure (Connell, 2006). In contrast, Zhang, Holdsworth, Turner, and Andamon (2024) stated that, professional women were goal-oriented, motivated by job satisfaction and success, and saw employment as pathways for both personal fulfillment and chances to have a beneficial influence on others. According to Kim (2004), women give greater importance to the internal than the external components of their jobs.

Organizational Commitment

Organizational commitment is defined by Khuong and Chi (2017) as the employees’ identification, emotional attachment, and strong desire to maintain membership in the organization. A high-commitment employee fosters the organization’s survival and competitiveness, while a low-commitment employee undermines it (Saha, 2016). Further, the three components of Meyer and Allen’s (1991) organizational commitment paradigm are active commitment (AC), continuance commitment (CC) and normative commitment (NC). AC denotes an employee’s emotional connection to the company, CC denotes the necessity to stay because of the perceived cost of leaving the company, and NC denotes the employee’s sense of duty to stay with the company. The mix of AC, CC, and NC is linked to the psychological conditions in organizations that influence workers’ behavior at work (Oh, 2019).

WF-HRM Practices and Organizational Sustainability

Women-friendly policies aim to improve women’s working circumstances, ensure equal employment opportunities (EEO) for men and women, and prevent discrimination against women in the workplace (Navya, 2023). Due to the increased worldwide awareness of sustainable development, the sustainable components of human resource management have become more and more crucial for organizations (Cooke and He, 2010). This is further confirmed by Chiu and Ng (2001) who stated that women-friendly policies dramatically increase the affective commitment of single women employees and encourage selfless

corporate citizenship behavior which leads to achieving organizational sustainability. One may argue that HRM policies, procedures, activities, and programs are ways to manage organizational personnel in order to obtain a competitive edge. According to Almarzooqi, Khan, and Khalid (2019), sustainable HRM has a significant direct effect on sustainable employee performance and perceived sustainable organizational support. Singh and Vanka (2020) pointed out that the unsustainability of women's career has been a challenge for long time, and the measures used in the past by the organizations have not been successful in bringing the desired results. In this context, sustainable HRM is an important type of HRM which is essential for achieving organizational sustainability. WF-HRM practices can also be considered as a part of sustainable HRM. Hence, WF-HRM practices positively contribute to organizational sustainability directly as well as indirectly. Following this line of argument, the first hypothesis of this review is proposed as:

Hypothesis 1: *WF-HRM practices have a positive effect on organizational sustainability.*

WF-HRM Practices and Women Career Aspiration

Zhang et al (2024) claim that, the lack of attrition due to family-friendly regulations and a male-dominated workforce has caused young women to give up on reaching their career goals, with many of them seeking career paths outside of the construction sector. Women are better able to enter and advance in the workforce when policies are supportive of women. After the adaptation of women-friendly policies, more organizations have seen a rise in the number of female employees (Singh and Pandey, 2019). Young professional women are highly motivated to achieve their career aspiration, as evidenced by the possibilities for professional growth, mentorship, and training provided in the workplace to enhance their skills and talents (Zhang et al, 2024). Hamzah, Musa, and Mohamad (2022) found that women managers are more likely to experience subjective career success if they believe their organization supports them. Hence, this literature review proposes a second hypothesis as follows:

Hypothesis 2: *WF-HRM practices affect significantly and positively women career aspiration.*

WF-HRM Practices and Organizational Commitment

Munongo and Pooe (2021) indicated that women-friendly human resource management techniques positively enhance female professionals' organizational commitment. Further they suggested that organizations need to adopt women-friendly management practices that include a nondiscriminatory, expertise-based reward system, maternity and child care benefits, onsite nurseries, transformational supervisors, and practices for removing glass ceilings and instead practices promoting equal opportunities and fairness for women, as well as developmental opportunities to increase the commitment and productivity of their female workforce. Additionally, Zhang et al (2024) stated that, if women feel that the organizational reward systems are equitable and fair, and if they have equal access to career growth possibilities as males, they are more likely to reciprocate with their dedication and retention. Based on Chiu, and Ng (2001) WF-HRM practices have a good impact on women's affective commitment, and employees with longer tenure were associated with higher levels of organizational commitment. Hence, for this literature review paper, it is proposed that *WF-HRM practices* have a positive effect on organizational commitment. Thus, the third hypothesis is:

Hypothesis 3: *WF-HRM practices have a positive effect on organizational commitment.*

Women Career Aspiration and Organizational Commitment

Women who experience a lack of value at work may decide to rethink their objectives. One will be more productive and satisfied if he or she has a greater level of commitment to the organization. Lingard and Lin (2004) discovered that a significant factor influencing women's organizational commitment in the construction industry is their level of career aspiration. Employees with great organizational commitment, high job happiness, and high career satisfaction reported having individual career aspiration that aligned with their work environment (Dolan, Bejarano, Tzafir, 2011). Research works indicate that higher career aspirations among women often lead to increased organizational commitment and create a positive feedback loop that benefits both employees and organizations (Agrawal and Srivastava, 2018; Lim and Yu, 2022). A study conducted by Lim and Yu (2022) revealed that career aspirations of female middle managers significantly influence their career commitment. The finding of a study revealed that women's career aspiration positively influences their organizational commitment. The same study also found that female employees' career expectations significantly impact their commitment to the organization, which in turn enhances their career advancement in the hospitality industry (Ting, Huawen, and Jie, 2020). Hence, this review proposes that *women career aspiration* has a positive effect on *organizational commitment* as the fourth hypothesis:

Hypothesis 4: *Women career aspiration has a positive effect on organizational commitment.*

Women Career Aspiration and Organizational Sustainability

O'Neil, Hopkins, and Bilimoria (2008) pointed out that, investing in women's career advancement by offering flexible work schedules, leadership development programs, and mentorship increases organizational stability by lowering turnover and promoting a culture of inclusivity and loyalty. According to Hollower et al (2018), companies can reap long-term sustainability by providing women with professional development opportunities and leadership roles. Additionally, empowering women reduces turnover and increases retention. Particularly, workers with career aspiration actively participate in skill-development activities, which may have a favourable impact on significant organizational outcomes (Baroudi et al, 2018). Further, they concluded that the career aspiration of employees also improves organizational linkages and competencies. Thus, organizational sustainability is positively affected by women career aspiration.

Hypothesis 5: *Women career aspiration has a positive effect on organizational sustainability.*

Organizational Commitment and Organizational Sustainability

In the current highly competitive environment, organizations are seeking to capitalize on their highly committed employees in order to improve their competitive advantage. Work commitment is fundamentally important and has a significant impact on the elements of performance, attendance, productivity, and success, all of which determine an organization's success. According to Aksoy, Sengül, and Yilmaz (2018), highly dedicated employees are willing to demonstrate greater involvement in organizational citizenship

behaviour, strongly identify with the organization's goals and values, and have a strong desire to belong to the organization. Furthermore, dedication, initiative, relatively high productivity, and enhanced quality awareness of committed personnel bring significant value to the organization (Messner, 2017). Therefore, in this review it is proposed that organizational commitment affects positively organizational sustainability. The sixth hypothesis is:

Hypothesis 6: *Organizational commitment has a positive effect on organizational sustainability.*

Mediating Role of Women Career Aspiration

Hamzah et al (2022) indicated that the social exchange theory posits that employees are more likely to feel compelled to act in ways that benefit their company when they believe that their employer values their contributions and is concerned about their well-being. In accordance with this theory, workers who have career aspiration will feel obligated to return the favor by positively enhancing organizational connections and competencies. A high level of career aspiration leads to high career development chances inside the organization, and it motivates the individual to strive for excellence in job performance and career outcomes in order to accomplish career goals (Sharma and Srivastava, 2022). As rationalized in the explanation that is relevant to the hypothesis 1, WF-HRM practices can enhance organizational sustainability. In general, WF-HRM practices have the capacity to produce an employee-centered outcome, i.e., women career aspiration. This outcome can also lead to a firm-centered outcome, i.e., organizational sustainability. It is theorized that women career aspiration surfaces as a function of WF-HRM practices, and it clarifies the relationship between WF-HRM practices and organizational sustainability. Thus, based on the logic this review proposes its seventh hypothesis.

Hypothesis 7: *Women career aspiration mediates the relationship between WF-HRM practices and organizational sustainability.*

Mediating Role of Organizational Commitment

HRM practices are likely to produce an atmosphere and work conditions where employees are extremely dedicated to the company and try to do their best to meet the goals set by the company (Cherif, 2020). When workers believe they have organizational support, they work more to meet organizational goals. Additionally, Aktar and Pangil (2018) investigated the mediating function of organizational commitment in the link between HRM practices and employee engagement. Their findings showed that employee engagement was significantly predicted by HRM practices. The findings also showed that the association between HRM practices and employee engagement is partially mediated by organizational commitment. It is almost impossible to find empirical evidence about the mediating role of organizational commitment in the WF-HRM practices-organizational sustainability linkage. As per the rationale relevant to the first hypothesis, WF-HRM practices have been theorized to have a positive effect on organizational sustainability. It is argued that WF-HRM practices result in organizational sustainability through organizational commitment. The variable of organizational commitment is a mediator in explaining the influence of WF-HRM practices on organizational sustainability. Thus, the eighth formulated hypothesis is:

Hypothesis 8: Organizational commitment mediates the relationship between WF-HRM practices and organizational sustainability.

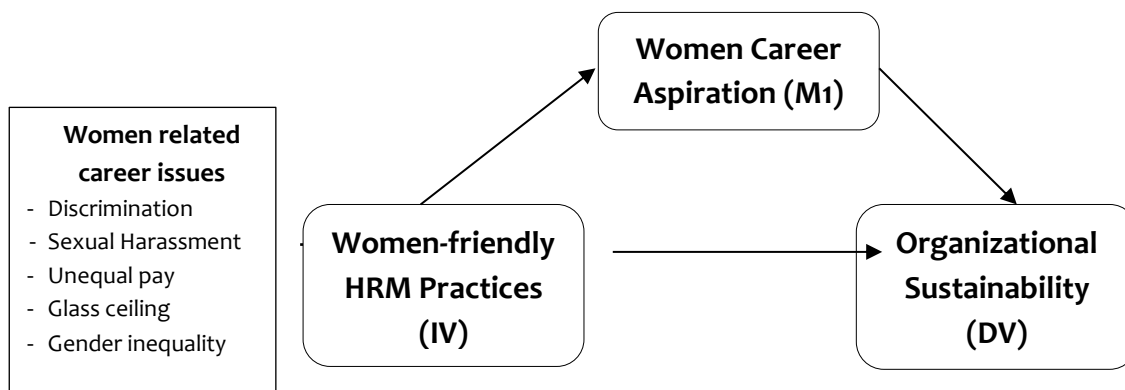
Sequential Mediating Role of Women Career Aspiration and Organizational Commitment

Based on the proposed theoretical framework of this review, it is also possible to investigate whether the women career aspiration and organizational commitment sequentially mediate the relationship between WF-HRM practices and organizational sustainability. The ninth hypothesis that will be proposed by this review is:

Hypothesis 9: Women career aspiration and organizational commitment sequentially mediate the relationship between WF-HRM practices and organizational sustainability.

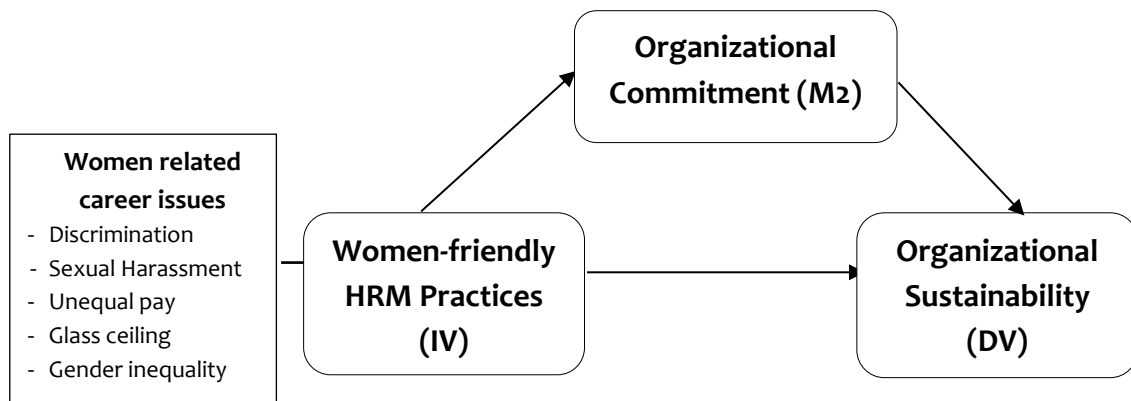
Based on the existing literature, this review develops two simple mediation models (Figures 1 and 2) and a sequential mediation model to show the relationships among the variables. By integrating two simple mediation models (Figures 1 and 2), it is possible to formulate a three-mediation model to show the relationships among women-friendly human resource management practices, women career aspiration, organizational commitment, and organizational sustainability (Figure-3).

Figure 1. Conceptual Framework: Women Career Aspiration (M1) as a Mediator in the Relationship between IV and DV



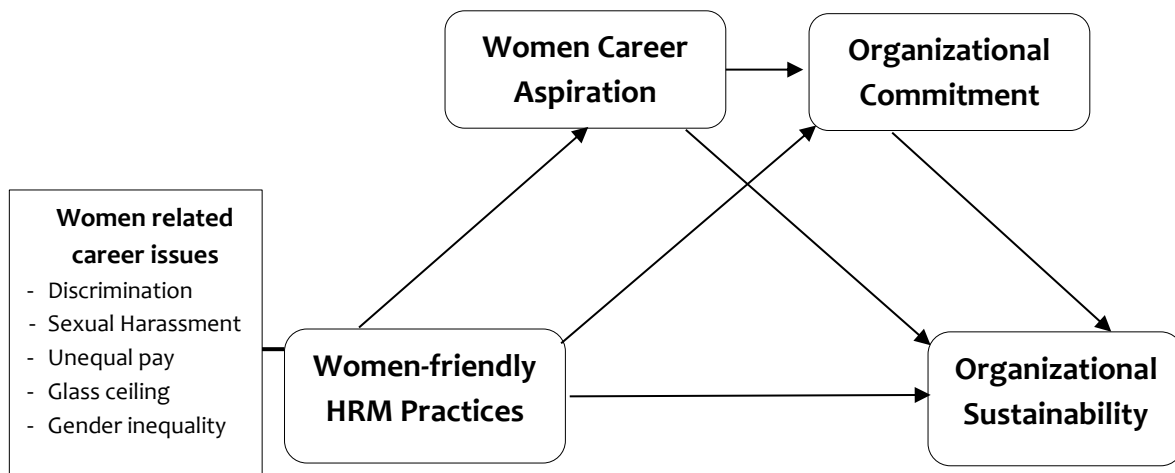
Source: Developed by the Authors based on Literature Review

Figure 2. Conceptual Framework: Organizational Commitment (M2) as a Mediator in the Relationship between IV and DV



Source: Developed by the Authors based on Literature Review

Figure 3. Conceptual Framework: Women Career Aspiration (M1) and Organizational Commitment as Mediators in the Relationship between IV and DV (Sequential Mediation Model)



Source: Developed by the Authors based on Literature Review

Discussion

The ultimate objective of this study is to advance knowledge of how WF-HRM practices might improve organizational sustainability by supporting women’s career aspiration and reinforcing their commitment to the organization. This review is anticipated to identify particular WF-HRM practices that have a major impact on women’s career aspirations in organizations and offer a framework for putting policies in place that promote women’s career development. Furthermore, this review will clarify the sequential mediation process between women career aspiration and organizational commitment, showing how raising women’s aspirations of career can boost commitment, which in turn benefits the sustainability of the organization.

The findings of this review are anticipated to demonstrate that companies implementing WF-HRM practices increase overall sustainability and employee happiness and retention, highlighting the significance of gender-inclusive policies in accomplishing long-term objectives. This review provides empirically testable mediation models for future researchers with an emphasis on putting WF-HRM practices in line with sustainable goals. These mediation models may be useful for HR professionals and organizational executives.

This review provides possible research questions/objectives with the expectations for further research in this research area with the hope that future researchers will reduce and fill the knowledge gaps in WF-HRM. Table 1 summarizes a research agenda in WF-HRM in the form of possible research questions or objectives.

Table 1. Summary of Research Gaps in the Area of Women-Friendly HRM Practices

Research Gaps	
1	To explore Women-Friendly HRM Practices of the organizations at different levels such as sector (private as well as public), industry (e.g. service, manufacturing, hospitality, and tourism etc.), and national (country wise), regional, and global scale.
2	To what extent do Women-Friendly HRM Practices solve the women career issues at workplaces?
3	To what extent do Women-Friendly HRM Practices solve the working women's family issues and challenges?
4	To what extent do Women-Friendly HRM Practices influence on attracting, getting, utilizing, developing and retaining talented women workforce?
5	To what extent do Women-Friendly HRM Practices solve working men's career and family issues?
6	What are the impacts of Women-Friendly HRM Practices on employee (both men and women) centered outcomes (e.g. career aspiration, involvement, commitment, motivation, satisfaction, happiness, citizenship behaviour, engagement, participation etc.)?
7	What are the impacts of Women-Friendly HRM Practices on organizational centered outcomes (organizational performance, sustainability, image and goodwill etc.)?
8	To develop a comprehensive scale (with all psychometric properties) to measure the Women-Friendly HRM practices of the organizations.
9	To explore the mediating/intervening variables in the relationship between Women-Friendly HRM Practices and organizational sustainability.
10	To explore the moderating variables in the relationship between Women-Friendly HRM Practices and organizational sustainability.
11	To explore the related organizational theories connected or underpinned Women-Friendly HRM Practices and related outcomes. Example: AMO Theory, Actor-Network Theory, and Stakeholder Theory According to the AMO Theory, Performance = f (Ability x Motivation x opportunity), Hence, Job performance of women employees = f (Ability x Motivation x equal opportunity)
12	To explore the factual role of HRM in creating/solving career issues of women workforce (problem sourcing vs problem solution roles).

13	What are the drivers and antecedents of Women-Friendly HRM Practices?
14	What Women-Friendly HRM Practices have been examined up to now?
15	What are the consequences and effects of Women-Friendly HRM Practices that have been identified in the research?
16	To investigate what promotes/constrains the capability to practice Women-Friendly HRM at organizational level.

By investigating answers for the above research questions or objectives, this review guides the future researchers to further explore theoretical and practical understanding regarding Women-Friendly HRM and its impact on the individual (both men and women), organizational, national, and global spheres. There is a considerable black box between WF-HRM practices and organizational sustainability. The relationship between WF-HRM practices and organizational sustainability is not a direct one or a straightforward one. In order to find answers to the above research questions or achieve research objectives, future researchers can select appropriate methodological stances such as quantitative or qualitative or mixed approaches based on the nature of the research questions or objectives.

Conclusion

The relationships among women-friendly human resource management practices, women career aspiration, organizational commitment, and organizational sustainability were explored and identified through the review conducted. Based on this review, the authors can conclude that the relationship between women-friendly HRM practices and organizational sustainability is mediated by the women career aspiration. Similarly, organizational commitment also mediates the relationship between women-friendly HRM practices and organizational sustainability. Moreover, women career aspiration and organizational commitment sequentially mediate the relationship between women-friendly HRM practices and organizational sustainability. Finally, this review has proposed a three path mediation models, and some possible research questions and objectives to expand the knowledge base regarding WF-HRM and its impact on individual, organizational, national and global spheres.

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