ACHIEVING SUSTAINABILITY IS A TEAM GAME: BRINGING COLLABORATION ORIENTED HR SYSTEM AND KNOWLEDGE SHARING IN PLAY

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Abstract. Employees are the real asset of an organization whose operating activities directly hit the profit margin and sustainable growth rate of a company. In this paper, there is a brief description of how to achieve sustainable performance within an organization by developing a strong collaboration based human resource system. Knowledge sharing is considered as mediating variable, while the social performance, environmental performance, and economic performance are studied as dependent variables. In its online survey-based quantitative outcome, 428 participants' data is considered where the majority of them belong to the business field. According to the five-point Likert scale based descriptive analysis, the structural equation modeling focused statistical technique is used to justify the hypothesis. The results depict that a collaboration-oriented HR system caused a major influence on the economic performance of a company along with the knowledge sharing mechanism, while the productive environmental performance is developed through creating strong communication channels within management and its working employees. This is informative research for the company's management, policymakers, and related business field scholars to understand the importance of collaboration to achieve sustainable development of a company. In addition to this, there are some limitations like lack of mixed research method and influence of IT factor in this analytical portion that can impact the authenticity of this research which can be overcome by the upcoming scholars in their research journals.

Keywords: Collaboration Oriented Human Resource System; Knowledge Sharing; Social Performance; Environmental Performance; Economic Performance

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1 Introduction

Indonesia has one of the fastest-growing telecommunication sectors internationally (Anas & Narjoko, 2019). The main objectives of the telecommunication sector of Indonesia are to increase the data usage, provide greater affordability, and to expand the coverage. According to Hanifah (2019), its growth was slowed down in 2017, but it is predicted that it will strongly grow in the next few years. The technology used by Indonesia is efficient and co-friendly. The 3-R approach plays an important role in the sustainable development of the telecommunication sector of Indonesia (Benintendi, Gómez, De Mare, Nesticò, & Balsamo, 2020; Farooq & Ullah Yousafzai, 2020; Prawoto, & Basuki, 2020). Knowledge is a major tactical organizational resource that nurtures the establishment of corporate value (Acharya, Singh, Pereira, & Singh, 2018; Batool, Bashir, & Ch, 2020). It can play a vital role in improving the employment of new products and practices to obtain sustainable outcomes .

Internal and external tools are used by Indonesia to promote the sharing of information. Knowledge sharing is important in the sustainable growth of telecommunication in Indonesia (Qibtiyah & Susanty, 2019). The following table 1 describes some important dimensions of collaborative HR systems that must be ensured to get high sustainable performance.

Table 1: Types of collaborative HR systems

Dimensions of collaborative HR systems	Characteristics
Organizational culture and structure	Control-oriented management, presence-based culture, and resistance to change
Human resources and work practice	Low degree of perceived job fit
Information and communication technologies	Strict ICT requirements
Physical layout and facilities	Infrastructural constraints

Sulistyawan et al. (2019) in a study has illustrates that the problem regarding the achievement of sustainability and bringing collaboration Oriented HR systems and knowledge sharing in the sector of telecommunications has been increased in Indonesia these days. The growth of this sector slowed down in 2018 because of a lack of this factor (Al Dari, Jabeen, & Papastathopoulos, 2018; Bai, Wang, Li, & Liu, 2020). The goals of sustainable development should not be so broad. The strategies and objectives should be made that can be achieved in the next twelve years and the resources being used today are not renewable. The key problem regarding knowledge sharing is low Affective Commitment (AC) levels for female managers, older managers, and large firms (Ruiz-Jiménez, del Mar Fuentes-Fuentes, & Ruiz-Arroyo, 2016; Chang & Huang, 2020)). The below figure 1 indicates that the economic performance of the Indonesian telecommunication sector decreased due to improper HR systems and other mechanisms.

Figure 1: Economic Performance

Different researches have evaluated the significance of HRM systems and their overall impact on the economic as well as sustainable performance (SP) of the firm. For example, a recent study by Heisig et al., (2016) has also examined the direct impact or contribution of HRM systems in the overall economic and effective operational performance of the company. Though, the study has not been conducted regarding the telecom sector of Indonesia and its overall sustainability performance. Hence, this research is original and proves to be remarkable to understand the role of collaboration oriented HR systems on the sustainability performance bundle.

Besides, in the past few years, different studies such as (Heisig et al., 2016; Laužikas, & Miliūtė, 2020; Varyash et al., 2020) have demonstrated the role as well as the association between HRM systems and SP of the company in different areas and sectors. However, current research is important and justified majorly because no other study has examined the mediating role of knowledge sharing (KS) to identify the overall impact on the SP of the telecommunication sector of Indonesia. The present research has the following objectives and aims,

- The foremost objective of the research is to identify the impact of collaboration oriented HR systems on social performance (SP) in the telecommunication sector of Indonesia.
- The second aim of the study is to analyze the impact of collaboration oriented HR systems on the economic performance in telecom sector of Indonesia
- The third purpose of the study is to identify the overall impact of collaboration oriented HR systems on environmental performance in the telecom industry of Indonesia.
- The fourth objective of the research article is to identify the mediating role of knowledge sharing in the association b/w collaboration oriented HR systems and social performance
- The fifth objective of the paper is to analyze the mediating role play by knowledge sharing in the relationship b/w economic performance in telecom sector of Indonesia and collaboration oriented HR systems.
- The final purpose of the research is to evaluate the mediating impact of knowledge sharing on the linkage b/w collaboration oriented HR systems and environmental performance in the telecom industry of Indonesia.

This research is important to achieve sustainability by bringing collaboration-oriented HR systems and knowledge sharing in play. The Collaboration oriented HR system shares new knowledge to get sustainability in an organization (Amui, Jabbour, de Sousa Jabbour, & Kannan, 2017; Wichitsathian, & Nakruang, 2019; Jutidharabongse, Aujirapongpan, SRitkaew, & 2020; Woniak, & Wereda, 2020; Kashirskaya, Sitnov, Davlatzoda, & Vorozheykina, 2020; Laužikas, & Miliūtė, 2020; Atkociuniene, & Mikalauskiene, 2019; Gopal, Dhanorkar, Kale, & Patil Yogesh, 2019). According to Al-Busaidi and Olfman (2017), the process of knowledge sharing is crucial for organizations, employees, stakeholders, groups, and consumers. This research is vital for the scope of the HR system and KS in an organization to achieve sustainability . The new technologies are introduced due to the new knowledge to enhance the development of an organization (Grabara, Hussain & Szajt, 2020).

The research paper consists of five chapters and the first chapter of this research paper includes an introduction. The introduction further includes background, problem statement, research objectives, research questions, significance and scope. The second chapter of this research includes a literature review which includes the previous studies and theories related to this research. The third chapter of this research consists of methodology and it includes the detail about which type of method is used by the researcher to collect data. The fourth chapter consists of results and interpretation, this chapter contains the findings of results (Martínez, 2020). Finally, the last chapter includes the discussion and conclusion, which further contains the detail of limitations, and future indications.

2 Literature review

2.1 Theory of HRM systems

HRM systems are a primary strategic and significant organizational resource that initializes the development of organizational as well as sector value (Hamad, Burhanuddin, Abd Ghani, Elzamly, & Doheir, 2019). For example, HR systems can help to enhance and execute new technologies within the sector and according to Al Adresi and Darun (2017), it can effectively contribute to increasing the development and execution of new social as well as environmental practices to generate sustainable performance outcomes. According to the theory of HRM systems,

HR systems are a significant form of HR software that majorly combines several processes as well as systems to ensure the effective management of different resources to ensure the sustainable performance of the sector (Soltis, Brass, & Lepak, 2018). This theory states that such collaboration oriented systems are majorly used by different sectors to combine several essential HR functions, such as employee performance management (EPM), storing employee data and tracking competency for sustainable social and economic performance through effective knowledge sharing systems. Furthermore, this theory also states that collaborative HR systems facilitate knowledge sharing as well as integration within a sector and other necessary business systems of the sector majorly including finance supply chain and accounting. Collaborative HR systems also allow knowledge sharing with a third that directly influences the sustainable social performance of the sector positively (F. Wang, 2019).

2.2 Relationship between collaboration oriented HR systems and social performance (SP)

According to Logan (2016), teamwork, or collaborative work is worth more as it is the work of various members having skills and expertise in various fields to perform a task with excellence. Collaboration oriented HR systems are rather different than the traditional team to perform any task (Liu, Gong, Zhou, & Huang, 2017). The modern concept of COHR systems is that all members of the team are willing to solve the problems willingly. According to Davarpanah and Mohamed (2020), the ultimate goal of the collaboration oriented HR systems to achieve success through the means of open communication among all the members of the HR systems of all the departments and management levels (Andersén, 2019). With the digitalization of the industries, this collaboration has increased manifold, and this impact a lot in all fields of a lie in the market industry. This collaboration oriented HR system has a very positive influence on social performance. Innovation in the field of HR systems has influenced very positively and this relationship helps in the wellbeing of the social performance (Al-Lozi, Almomani, & Al-Hawary, 2018). This collaboration leads the organization to win the desired goals with the best skills. Hence, from all the above discussion, the following research recommends the below hypotheses,

H1: Collaboration oriented HR systems positively relates to the social performance of the sector.

2.3 Relationship b/w collaboration oriented HR systems and economic performance (EP)

According to Johnson, Lukaszewski, and Stone (2016), HR systems are an important asset of any organization or sector because such systems are mainly used to collect as well as store data on sector employees. Different past studies characterize the importance of collaborative oriented HR systems in a different way for example according to Tursunbayeva, Bunduchi, Franco, and Pagliari (2017) collaborative HR systems encompass the fundamental functionalities needed for better economical performance majorly through end-to-end HRM practices. Collaborative HR systems are remarkable systems for performance management, development, and learning which directly influence the economic process of the sector significantly (Bititci, Cocco, & Ates, 2016). According to Guerri, Decramer, Van Waeyenberg, and Aust (2019), collaborative HR systems within any firm and sector are considered to be highly critical as well as economical for the entire sector. This is mainly because several functions and benefits of such systems serve as an economical and supportive background for the sector mainly by proving everything from skilled employees to management training services (Borisov & Vinogradov, 2019). The given relationship b/w collaborative HR systems and EP of the sector are also supported by the above theory. This is because the theory of HRM systems states that such systems enhanced accuracy level which leads to better as well as the sustainable economical performance of the sector.

H2: Collaboration oriented HR systems are positively related to the economic performance of the sector.

2.4 Relationship b/w collaboration oriented HR systems and environmental performance (EnP)

Collaboration or teamwork is emerging its importance and its value cannot be denied in achieving the desired goals of the firm or the sector (Silva & Almeida, 2017). Collaboration is a sensitive matter which has a broad sense as it involves all the members of the organization to express their skills with the best practices and this teamwork creates unity, cooperation, and the best output (Akkermans, Van Oppen, Wynstra, & Voss, 2019). This harmony and positive response through all walks of fields develop a healthy environment. Thus a collaboration oriented HR systems lead the organization towards positivity and strengthens the productive ratio of the

organization. This healthy environment creates sustainability, progress, profit, and opportunities for making new passages throughout the globe. According to Andersén (2019), the impact of collaboration oriented HR systems on the environmental performance is very healthy and it can generate a high amount of product as all new technologies, strategies, and skills are a part of a single line and order to be followed and managed. Consequently, such organizations lead towards high achievements, and their rivals remain far behind to access their success or fame.

H3: There is a positive relationship b/w collaboration oriented HR systems and environmental performance.

2.5 The mediating role of knowledge sharing (KS) in the association b/w collaboration oriented HR systems and SP

New procedures are being used by the firms to lead HR into knowledge sharing. It is because, in this way, the employees will provide greater learning and collaboration (Ahmad, Mushtaq, & Umar, 2019). It will develop a greater ability among them to share their knowledge with their colleagues. SP and HR systems should be connected to sharing the knowledge among different systems within that organization. The efforts of knowledge sharing mainly focus on the objectives of an organization. It is important to share knowledge between the HR systems and service providers. These systems can also be used for the training of the employees and the process management of the business. According to Soto-Acosta, Popa, and Palacios-Marqués (2017), the HR system is a tool that is responsible for connecting the multiple systems of an organization so that the information and knowledge can be shared among them. It allows us to store the records of the employee and manage other work. It increases the scope of the work of an organization and also provides solutions for different problems. The telecommunication sector in Indonesia consists of an HR system that is connected with SR to offer benefits to the organization. This relationship can also be proved by the theory of HRM systems (Kamarudin et al., 2020).

H4: Knowledge sharing significantly mediates the relationship b/w collaborative oriented HR systems and SP of the sector.

2.6 The mediating impact of KS on the association b/w collaboration oriented HR systems and EP

Knowledge sharing (KS) is an important activity through which data and knowledge are exchanged between different individuals of the firm including employees, higher management, and other staff (Flinchbaugh, Li, Luth, & Chadwick, 2016). According to a study by Hormiga, de Saá-Pérez, Díaz-Díaz, Ballesteros-Rodríguez, and Aguiar-Díaz (2017) KS is a dynamic as well as a significant process with individuals of the sector, clients, firms, groups, and other different stakeholders. Sectors use internal as well as external strategies to promote this sharing of knowledge for better economic performance. Inter-firm and sector KS can bring several advantages, such as new services and products, lower costs, an effective level of manufacturability and efficient quality services, and sustainable economical performance. According to (Obeidat, Abdallah, Aqqad, Akhoershiedah, & Maqableh, 2016) organizations, and sectors recognized that KS constitutes a valuable and intangible asset for generating and sustaining economic performance. Therefore, KS can significantly mediate the relationship between collaborative HR systems and economic performance (EP). This is mainly because an effective mechanism of KS initiates a better and effective collaborative HR system which further influences the economic performance of the sector. Thus, from the above discussion, the current study proposes the following hypotheses,

H5: Knowledge sharing significantly mediates the relationship b/w collaborative oriented HR systems and EP of the sector.

2.7 The mediating role of KS in the relationship b/w collaboration oriented HR systems and EnP

The collaboration of HR systems and EnP allows the leaders to share their ideas, practices, and strategies on the future of their organizational work. This sharing also includes the sharing of the knowledge of transformation, inspiration, and design thinking. Disrupt is a method that is designed to exchange information, empower the executives, and energize the people in the field of human resources. According to a study by Yang, Nguyen, and Le (2018), this method determines that the previous approaches will not be proved successful in the future. The relationship between HR systems and EnP made it possible to decide on all these factors related to knowledge

sharing among all the leaders within an organization. Moreover, knowledge sharing has a positive impact on the collaboration oriented human resource system. It is helpful for the employees in communicating with each other. Collaborative links are built with different stakeholders in an organization. New knowledge can be explored in this way and Knowledge sharing helps organizations to be competitive in the era of globalized economies. The theory of HRM systems also proves that there is a positive impact of knowledge sharing on the relationship of collaboration oriented HR systems and EnP.

H6: Knowledge sharing significantly mediates the relationship b/w collaborative oriented HR systems and EnP of the sector.

Research Model is presented in Figure 2 below.

Figure 2: Research Model

3 Methodology

In this paper, the quantitative research method is used to inspect the impact of collaboration oriented human resource system on the sustainability performance where different close-ended questions are asked from the related participants. The traditional quantitative method has several limitations in explaining the complex interactions and the phenomena between variables, so the online survey method is conducted in order to drive a constructive outcome (Taguchi, 2018). The five-point Likert scale (strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5) is used in order to justify or nullify the hypothesis. In order to collect a constructive outcome, 600 online questionnaires are distributed among the related human resource departments and their individuals. Out of this, 428 participants are showing the valid outcomes that help to make constructive research. According to its demographic statistics, the participants are segregated based on their gender, age and experience factors. In the test, the collaboration oriented human resource system is considered as an independent variable, and knowledge sharing is studied a mediating variable (Hussain, Anwar and Razimi, 2020). While,

sustainability performance-based variables like social performance, economic performance, and environmental performance are considered as dependent variables in this research study.

As far as the gender-based demographic factor is concerned, it becomes clear that among 428 participants, 237 are males and 191 are females. These participants' division shows that the percentage of males (55%) is ten times higher than females (45%) in the online research survey. In their age data evaluation, it becomes concluded that overall 137 respondents are less than 25 years old with 31.3%, while 182 participants are within the age group of 25 to 35 years old with 43%, 96 individuals are from 35 to 45 years old (22.4%), and only 16 of them are more than 45 years old (4%). This age division among the responded participants shows that all-around maximum is young and energetic to actively participate in the collaboration oriented activities within a workplace. Last, but the least, the experience factor depicts that the frequency of those respondents is much higher who have 2 to 8 years' experience in this related HR field. According to the statistics, it becomes clear that the frequency of individuals is 70 (and carry 16.4%), while 181 (42.3%) are within the 2 to 5 years' experience and 137 of them (32%) are having 5 to 8 years old, and only 40 of them are more than 8 years old with 9.3%. Its statistical information is shown in the appendix.

According to the above-mentioned statistics, it becomes clear that majority of the targeted participants are based on front-door managers, employees, and other active human resource departments. Their information regarding the collaboration oriented human resource system and the knowledge sharing factors added value in this statistical analysis. To make statistical analysis, the KMO and Bartlett's test and the structural equation modeling based SPSS tests are applied that help to provide an accurate evaluation of their tested variables (Wong, 2016).

4 Results and Analysis

In the statistical analysis portion, the KMO and Bartlett's test is an effective approach to measure the sampling adequacy which is recommended to check the variance ratio among the variables. The descriptive statistics of this SPSS test is given below (see Table 2)

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
ColOHRS	428	1.00	5.00	3.2255	1.04279	-.199	.118
KnowShar	428	1.00	5.00	3.5220	1.16860	-.554	.118
SociPerf	428	1.00	5.00	3.5623	1.14333	-.575	.118
EconPerf	428	1.00	5.00	3.3812	1.00343	-.381	.118
EnvirPerf	428	1.00	5.28	3.4411	1.12762	-.511	.118
Valid N (listwise)	428						

According to the above-mentioned statistics, it becomes concluded that the mean value of these variables are within the range of 3.2 to 3.7, while the standard deviation value of economic performance is 1.00343 (least value as compared to the other ones) and its knowledge sharing carry 1.17 (highest value among others). These values outcome show that the economic performance-based dependent variable is less deviated from its mean position as compared to social performance and environmental performance. While the mediator (knowledge sharing) highly deviates from its mean position which shows that there is a direct influence on a collaboration oriented human resource system on this variable. KMO and Bartlett's test shows the two test outcomes that represent the suitability of structure detection data. The Kaiser-Meyer-Olkin measure of sampling adequacy is a statistic which

explores the proportion of variance among tested variables that might cause by underlying factors (Biasutti & Frate, 2017). Its statistics are shown in the following table 3.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	12691.574
	df	378
	Sig.	.000

According to the above-mentioned table, it becomes clear that the value of the Kaiser-Meyer-Olkin value is 0.949, which means within the threshold range. While its significance value is also appropriate with 0.00 (lower than standard 0.05), along with the proper Bartlett test value. It means this model is a good fit to justify the testing variables and derive authentic research. Its rotated component matrix-based statistics are shown in the following table 4.

Table 4: Rotated Component Matrix

	Component				
	1	2	3	4	5
CO1			.827		
CO2			.856		
CO3			.814		
CO4			.775		
CO5			.804		
CO6			.831		
KS1				.819	
KS2				.828	
KS3				.834	
KS4				.866	
KS5				.885	
SP1		.782			
SP2		.821			
SP3		.857			
SP4		.849			
SP5		.844			
SP6		.862			
EP1	.732				
EP2	.702				
EP3	.770				
EP4	.832				
EP5	.798				
EP6	.855				
EP7	.801				
EN1					.836
EN2					.849
EN3					.836
EN4					.840

The above values depict that all the items are equally loaded on this model because all the rotated component matrix value is more than 0.7 means at their threshold range. As far as the existence of convergent and discriminant validity factors is concerned, the following tables 5 and 6 show the real outcomes.

Table 5: Convergent and Discriminant Validity

	CR	AVE	MSV	EP	CO	KS	SP	EN
EP	0.942	0.701	0.342	0.837				
CO	0.948	0.753	0.342	0.585	0.868			
KS	0.960	0.828	0.316	0.483	0.474	0.910		
SP	0.954	0.775	0.288	0.537	0.481	0.493	0.880	
EN	0.940	0.796	0.316	0.481	0.468	0.562	0.421	0.892

As mentioned above, the composite reliability value of each variable is more than 0.7, and also its average variance extracted value is more than 0.5 which concludes that there is no convergent validity issue occurs in this testing mechanism. In addition to this, the bold letters based segregation among the tested items shows that there is no discriminant validity occurred within this test.

Table 6: Model Fit Indices

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08
Observed Value	2.444	0.873	0.961	0.961	0.058

Model fit indices are an important source to show the effective uploading of the variables on the tested model. According to the above CFA indicators' values, all of them are within their threshold range like the observed value of CMIN/ DF is 2.444 (lower than 3) and GFI is 0.873 (higher than 0.80). Also, the RMSEA value is 0.058 (lower than 0.08), while the observed value of both CFI and IFI is 0.961 (higher than 0.90) which shows that this model is a good fit. Its graphical representation is shown in the following figure 3.

Figure 3: CFA

The structural equation modeling is a statistical technique which is used for testing and estimating the casual interdependence by effectively utilizing the qualitative casual assumptions and statistical data (Hair Jr, Hult, Ringle, & Sarstedt, 2016; Hair Jr, Sarstedt, Ringle, & Gudergan, 2017; J. Wang & Wang, 2019). This type of modeling is a statistical technique which allows a set of relationship among one or more independent variables and also examined one or more dependent variables. Its statistics are shown in the following important table 7.

Table 7: Structural Equation Modeling

Total effect	ColOHRS	KnowShar
KnowShar	.459**	.000
EnvirPerf	.443**	.401**
EconPerf	.576**	.264**
SociPerf	.455**	.320**
Direct effect	ColOHRS	KnowShar
KnowShar	.459**	.000
EnvirPerf	.259**	.401**
EconPerf	.455**	.264**
SociPerf	.308**	.320**
Indirect Effect	ColOHRS	KnowShar
KnowShar	.000	.000
EnvirPerf	.184**	.000
EconPerf	.121**	.000
SociPerf	.147**	.000

The above SEM-based statistical values depict that any minor change in the collaboration oriented HR system caused 46% deviation on the mediating effect of knowledge sharing. While, in the case of dependent variables, the collaboration oriented HR system caused 44.3% deviation on the environmental performance, 57.6% deviation on economic performance, and 45.5% deviation on social performance. This shows that among all affected items, the economic performance of an organization is majorly affected by making some active collaboration among the human resource management system; while, on the other hand, environmental performance is least affected due to this factor. As far as the mediator's role is concerned, a 40% change occurred on environmental performance, 26.4% on environmental performance, while 32% on the social performance within an organization. These direct effect-oriented statistics show that the environmental performance of an organization is majorly affected by the knowledge sharing mechanism within the HR department and their economic performance does not show the major changes. Its outcomes can be shown in the following figure 4.

Figure 4: SEM

5 Discussion and Conclusion

5.1 Discussion

After critically analyzed the statistical outcomes, it becomes concluded that the sustainability performance of an organization is positively affected by the development of a collaboration oriented HR system within the operating activities. Lucia, Jesus, and Carla also discuss this point in their research article that the knowledge sharing mechanism factor positively enhanced the internal and external performance of HRM and attained long term sustainability performance of an organization. In the current era, there is a need of advanced and innovative HRM policies within the operating activities of a company by developing a democratic type of leadership in the operating activities of a company (Muñoz-Pascual, Galende, & Curado, 2020). The reason is that employees are the real stakeholders of the company whose operating activities directly hit the growth rate of a company and also create its image in the customer and competitive market. The above statistics show that the favorable sustainable economic performance of an organization is majorly dependent on the collaboration factor among the management and employees. Because this factor motivates the employees to become loyal to the company and considered it as their own company. While, the knowledge sharing based effective mechanism directly enhanced the internal organizational environment and create a positive word of mouth among employees towards the company's operation (Farooq, 2018). In the current era, majority of the multinational and other diverse nature company's management majorly work on this factor by creating a strong relationship among its stakeholders i.e. employees, suppliers, shareholders, etc. Its annual report based true and fair description of all its organizational performance enhanced the trustworthy relationship among the company and its stakeholders, and result in the development of sustainable growth of this company in the customer market and gain an efficient competitive advantage (Cantele & Zardini, 2018). As far as social performance is concerned, it majorly affected by the communication channels between the upper and lower management by focus on down to up model-based integrated communication framework within an organization (Qi & Chau, 2018).

5.2 Conclusion

Thus, after critically evaluate the impact of collaboration oriented HR system on the sustainability performance of an organization, it becomes concluded that its favorable economic performance becomes enhanced by developing strong communication-based knowledge sharing channels among the company's management and its employees. According to SEM statistical outcomes, it becomes clear that knowledge sharing causes a major impact on the environmental performance within an organization and a lesser impact on the economic productivity factor. While the collaboration among the HR system enhanced the overall productivity of an organization to effectively contribute to a workplace and secured its future in the long run. This is informative research which depicts how much it is important to create a friendly relationship among the stakeholders within an organization that directly impacts on its socio-economic performance and environmental sustainability factor of an organization.

5.3 Future Implications

This is an informative paper for future researchers to utilize its information in their discussion portion. Also, SMEs and large scale organizations can utilize its information to attain a sustainable profit margin and competitive advantage in the highly competitive market. This paper also helps the policymakers to make such decisions within a workplace that directly fulfill the needs and desires of the target audience.

5.4 Limitations and Future Researches

Indeed, it is informative and challenging research, but still, there are some limitations within this paper. Like there is a lack of mixed (qualitative and quantitative) research work to justify the hypothesis in a more versatile format. Also, the technology factor is not considered to study its influence on the efficient sharing mechanism. In addition to this, no specific case-study is studied that may impact the authenticity of this research. All these limitations can be fulfilled by future researchers in their related studies.

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