

REVIEW

Patagonia's Common-Good Human Resources Strategy: Conceptualization through a Systematic Review

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ABSTRACT

Nowadays, human resources (HR) are an important factor in corporate performance and environmental sustainability. Patagonia Inc. was an exemplar in blending HR practices and environmental activism and achieved success by linking a planet-friendly business model to company HR practices and organizational culture. Different approaches and terms such as Green Human Resource Management (HRM), Sustainable HRM, Innovative HRM, Common-Good HRM, etc., have been used as an alternative approach in this field, though no agreement was attained in theorizing and conceptualizing it. Therefore, the objective of this study was to identify the core contents of Patagonia's HRM strategy, its effects on employees, and institutional outcomes. A systematic review of 42 empirical papers published from January 2010 to March 2022 was conducted. Seven common-good HRM practices were identified, such as flexibility, green recruitment, hiring for culture, decent pay, innovative benefits, environmental seminars, and humanistic management. The effects on employee job-related behaviors involve job satisfaction, commitment, eco-friendly behavior, authentic Corporate Social Behavior (CSB), and authentic Corporate Social Responsibility (CSR); employee well-being, such as physical and mental health, occupational safety, and work-life balance; employee growth and performance, such as growth, sustained career development, improved employability, and job performance. Organizational outcomes seen in the review consist of improved performance in economic, innovative, green, social, and competitive aspects, besides boosts in corporate commitment, reputation, efficiency,

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effectiveness, and sustainability. Future researchers may make use of the conceptual model devised in this review to empirically test across different contexts without missing elements of common-good HRM strategies.

Keywords: Common-Good; Corporate Social Responsibility; Human Resource Strategy; Patagonia Inc.; Systematic Review

1. Introduction

1.1. Background

Human resource management (HRM) has become more vital for businesses in the knowledge economy recently. As indicated by Oshin-Martin^[1], the value of human resources (HR) was prevalent in strategically modelling organizational culture of cherishing a safe environment for workforces to thrive. In parallel, corporate social responsibility (CSR) and environmental protection notions have changed. Earlier, it was evaluated for its consequences of only costs. This was challenged and criticized, as such activities have ultimately positive outcomes on all performance measures of sustainability^[2].

Patagonia Inc. is an exemplar sportswear and apparel manufacturing and retailing enterprise, a pioneering proponent of eco-friendly business activity, and is considered the best in environmental activism^[3]. Moreover, Patagonia Inc. achieved such success in its environmentally friendly business model linked to HR practices^[4]. As a result, the firm established an image of a sharp green brand based on its multidirectional sustainability efforts^[3].

Besides the aforesaid benefits, overall worker happiness and engagement in the workplace also improved^[1]. Therefore, other businesses started taking an all-inclusive approach to their obligation to society as Patagonia smoothed the way in only two decades^[5]. In spite of such intensification in the demand for HRD to become more sustainable^[6], the evidence-based synthesis on the subject has received minimal attention since its beginning^[7].

Therefore, this inquiry tried to crystallize Patagonia's HRM practices and their effect on employees and firms based on the review of empirical literature. The first part of the paper tries to portray the background of Patagonia, its HRM practices, and the rationale of the review. Secondly, the method used in the review process is indicated. Finally, the findings, implications and limitations were presented sequentially.

1.2. The Genesis of HRM Strategies at Patagonia Inc.

Patagonia Inc. was founded as a small outdoor sports clothing and equipment business by Chouinard (its CEO) in 1973^[8]. Now it has grown into a multinational dedicated to environmentally inspired values. Now, with headquarters in Ventura, California, it has a worldwide presence in more than fifty-four countries and has about 2 thousand staff^[9]. Patagonia calls itself a business spoken for in environmental activism, with strong commitments to superiority, integrity, and environmentalism values beyond convention. This was also indicated boldly by the mission statement of the company:

“Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis”^[9].

The philosophical fundamentals of this mission made it compulsory to combine CSR in everyday exercises in each company's activities^[10]. Then, every aspect of the organization's operation was compelled by the mission. This was also apparent in the case study account^[10], as humanistic management and humane business practices were reported in the findings. Moreover, when CSR is deliberate and well assimilated into core values, it becomes pervasive and is no longer constrained to any one organizational part^[1]. Such HRM strategies explicitly focused on planet-responsive practices gained considerable attention from scholars of the discipline in the past two decades^[11].

Patagonia's experience in HRM practices is employee-oriented HRM. Since 2011, the company has committed itself to B-corporation membership^[9] and is a co-founder of the Sustainable Apparel Coalition, an alliance of businesses committed to lessening their environmental impact^[12]. These initiatives were considered a common-good HRM and an international representation of sustainability^[13]. For instance, in order to guarantee supply chain transparency and

safeguard human rights, Patagonia has created a number of HR-related tools. In order to prevent poverty among their indirect employees, all supply chain companies are required under the workplace code of conduct to provide living wages and to refrain from using human trafficking or modern slavery in the recruitment process^[14]. This was a clear example of the “people first principle” in common-good HRM, which maintains that helping individuals reach their full potential is important^[15].

But attempts at theoretical synthesis were made using different approaches and terms such as Green HRM^[16], Sustainable HRM^[17,18], Innovative HRM^[19], and Common-Good HRM^[6], etc., as lines of inquiry with hot discussion in environmentally sound practices to drive competitive advantage from HRM. However, little agreement has been reached in theorizing and conceptualizing it through empirical evidence.

According to another source^[6], common-good HRM practices place socially mutual interests above—or more genuinely equal to—individual desires, needs, and wishes by redefining the business goal that assumes organizational sustainable self-interest lies in retaining collective livelihood. Therefore, by fostering a sense of unity, common-good HRM reduces the possibility of exclusion^[20]. The difference between common-good HRM and other typologies is that it is guided by an outside-in viewpoint that focuses on grand societal difficulties and makes contributions towards the shared good, while the primary focus of other lines (Green HRM, socially responsible HRM, or TBL HRM) is on their economic issues, and they strive for an inside-out approach^[17].

Although previous systematic reviews and conceptual studies have examined Sustainable HRM, Green HRM, and Socially Responsible HRM, they remain fragmented in scope. None of these approaches provide a comprehensive framework that simultaneously integrates employee well-being, human rights, ecological sustainability, and organizational performance. Previous systematic reviews of Sustainable HRM, including humanistic management^[21], have not addressed Patagonia’s HRM strategy as a distinct common-good framework. Moreover, they lacked methodological transparency and did not apply rigorous appraisal tools. Our review addresses this gap by synthesizing Patagonia’s practices into a common-good HRM framework grounded in the Harvard Model, thereby offering a novel lens that unifies

disparate strands of HRM theory and provides a benchmark for future empirical validation.

2. Materials and Methods

Scholars^[22] contended that one of the frameworks for sustained adaptation to the disruptive dynamic problems in business environments is human resource management. It is an alignment of HR functions with business strategy^[1]. That means the scope and the purpose of the HRM department will vary to reflect the organization’s mandate. Consequently, a number of research works investigating CSR and HRM are being published^[23].

Despite the large number of studies, the topic is not properly systematized theoretically, methodologically, or empirically^[24]. Furthermore, the analysis^[6] recognized four sustainable HRM frameworks, highlighting a novel form of sustainable HRM—common good HRM, exemplified by Patagonia’s HRM strategy—as a promising direction for scholarly inquiry. But conceptualizing this line of HRD has been neglected and has lacked the attention of scholars so far.

With a theme that ‘what are the thematic contents of Patagonia’s HRM strategies?’ and ‘What effects of such HRM practices on employee job-related behavior and on institutions?’ were the questions to be answered in this study. In doing so, this study tried to capture the depth of the topic in research works that have been published. Furthermore, the review identified some of the critical directions for additional research inquiry and practical implications. Accordingly, this paper tries to present a valuable impact in connecting this important, and yet quickly developing, literature with a comprehensive conceptual road map for researchers in developing research schemata in Patagonia’s common-good HRM strategies. The aim of this study is to perform a comprehensive assessment of published peer-reviewed empirical studies examining Patagonia’s HRM methods as outlined in the company’s HRM principles^[25].

A likely step toward enhanced understanding of any topic is an evidence-based analysis of practices and their consequences. To achieve this objective, the investigators of this study performed a systematic literature review concerning the fundamental aspects and conclusions of Patagonia’s HRM practices, adhering to the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) 2020

guidelines^[26] in order to retain the necessary level of quality. A systematic review retrieves, evaluates and condenses all the accessible evidence on a specific topic of inquiry. In order to get adequate open-access empirical studies about the topic across the globe, this review utilized Boolean operators, “AND” & “OR”^[27] to frame the search term, which was further filtered using the recent decade time frame since January 1, 2011 to March 2022^[24]. The search term used in this review was “[All: ‘Patagonia human resource’] AND [[All: management] OR [All: Patagonia]] AND [[[All: hr] AND [All: strategies]] OR [All: practices] OR [All: culture] OR [All: implementation] OR [[All: adoption] AND [All: prospects]] OR [All: challenges’]] AND [Publication Date: (01/01/2010 TO 12/31/2022)]”.

Databases in four sources, such as Google Scholar, Springer, Taylor & Francis, and Emerald Insights, were used to search for articles. Subscription-based databases were inaccessible to the researchers and not included in this study, though some of them were used in the references in the introductory part and as substantiating references in discussion sections. Those articles took the new approach of including sustainability in HRM as the issue of the study in one way or another^[28]. Inclusion criteria involved documents in the English language; empirical, peer-reviewed, open-access, and electronic sources were considered for review. Some journal editorials were also used in the review when they were supported with some empirical data. However, conceptual papers, any type of literature reviews, unpublished grey literature, and journal articles that were inaccessible to the reviewers were excluded. Moreover, conference papers, monographs, novels, book chapters and other unpublished publications were excluded from this assessment due to the absence of consistent quality assurance procedures. Ties in screening articles between reviewers were resolved by consensus^[29]. The search and screening process of the review started with 971 papers and is depicted in the PRISMA-Flow Diagram in the Results section.

Risk of bias assessments were methodically conducted to enhance the quality of the current review. Three high-quality databases hosting double-blind peer-reviewed studies and Google Scholar were used as supplementary sources to mitigate publication bias and expand open-access sources. Selection bias was reduced through independent screening and resolution via consensus. Cross-validation and check-

ing of findings against multiple sources were performed to minimize reporting bias^[30].

A structured data extraction format was developed to capture bibliographic details, study objectives, theoretical frameworks, methodologies employed, key findings and limitations. Thematic coding was conducted using in vivo coding manually, with codes derived inductively and grouped into three dimensions such as Patagonia’s HRM strategies, effects on employee job-related behavior, and institutional outcomes. The synthesis of the integrated Harvard Model of strategic HRM was done based on this integrated qualitative thematic analysis with tabulated summaries to provide a comprehensive conceptual roadmap and theoretical framework for future validation.

3. Results

3.1. Data Sources

The review needs to be guided by a set of principles to have a more rigorous review process. Accordingly, the reviewers examined the title, abstracts, and the introduction, and in a few cases, the conclusions of each article in the initial sample to identify its primary objectives and contributions to decide whether to include the articles or not^[27]. Finally, the reviewers go through each of the remaining articles entirely to more effectively determine whether there was strong evidence of a focus on Patagonia’s HRM strategies. The review team further excluded the papers that only paid a fleeting reference to the subject. For example, the use of Patagonia in the title but the paper paying no considerable attention to the issue was common. Thus, such kinds of articles were excluded from the last reviewed articles. Generally, the exploration of articles in review was portrayed in the flow diagram of the PRISMA (**Figure 1**).

A summary of bibliographic information, the main objective, underlying theories, methodologies and key findings and limitations of the papers is provided in tabulation techniques on the full texts of the final selected articles for thematic qualitative data analysis^[27]. The tabulation of the data extraction format was prepared to this end. Finally, synthesis based on the collected data from the articles was performed based on the dimensions of Patagonia’s HRM, effect on employee behavior and institutional effects^[31]. As indicated in

the CSR, HRM & environmental orientation, the variants of the conceptualization are all taxonomical^[32]. Most of them strive for the common good, stating:

“‘Common’ in common good is what applies to all persons without exception, and ‘good’ is that which contributes to human flourish-

ing, ‘to reach their fulfilment more fully and easily’ together, the terms common and good signify a totality of social conditions which allow people, either as social groups and their individual members’ thorough access to reach their fulfilment... ”^[15].

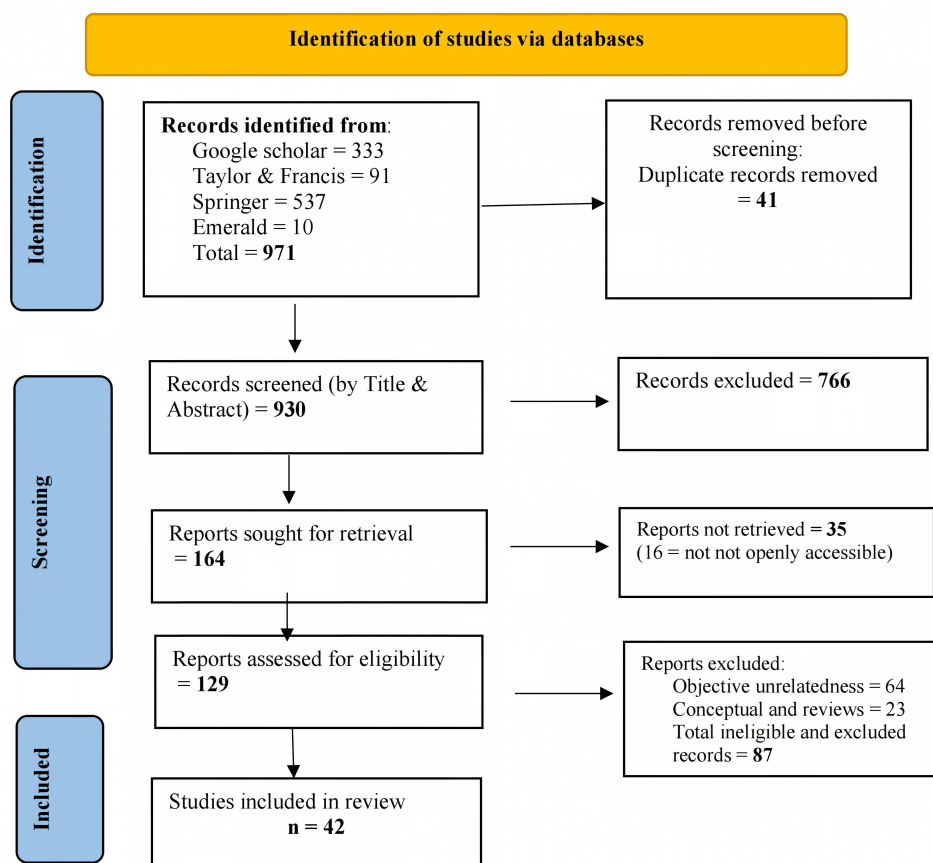


Figure 1. PRISMA Flow Diagram.

Therefore, the empirical articles focusing on HRM aspiring to create common good for the people, planet, society and the corporate company itself were included in the synthesis. Irrespective of the taxonomical differences, forty-two papers that met the eligibility criteria were analyzed in this review. According to the reporting requirements of systematic review, the distribution and characteristics of papers involved in the review were given based on geographical and industry data coverage, methodologies and distribution of publication over the last decade.

Accordingly, most published articles apply to America (n = 14), followed by Europe (n = 10). Yet, Oceania & Latin America lack empirical data in this review. Similarly,

the fashion and textiles industry took the lead among the industries in which the studies were conducted, followed by SMEs, hospitality and healthcare industries. This might be, in fact, due to our search strategy focusing on Patagonia's strategy, as it operates in the apparel industry as an archetype of the papers reviewed for the approaches of HRM strategies besides its environmental orientation.

Methodologically, 42.5% of papers used qualitative methods, and mainly case studies supported by the conceptualization of the approaches are in substantial amounts^[9,10,12,15,33,34]. Quantitative studies were also 54.7%, and they essentially employed SEM (structural equation modelling) to see the paths of influence directions of elements

of the approaches^[35–37]. In both of the research approaches, exploratory qualitative case studies were used as an inquiry strategy of accepted wisdom in the topic of interest, and quantitative SEM was opted for detailed analysis of intricate phenomena within specific contexts to confirm the varied latent constructs with multiple equations^[38–41].

The trend of the publications over time, as signposted

in the timeline in **Figure 2** below, shows that the issue of common-good HRM was increasing as the number of adopting industries and practitioners grew. According to the increasing research interest in the new approaches to HRM over the recent years, future empirical research is likely to encompass more nations, offering cross-cultural information to improve comprehension of the problem in many contexts.

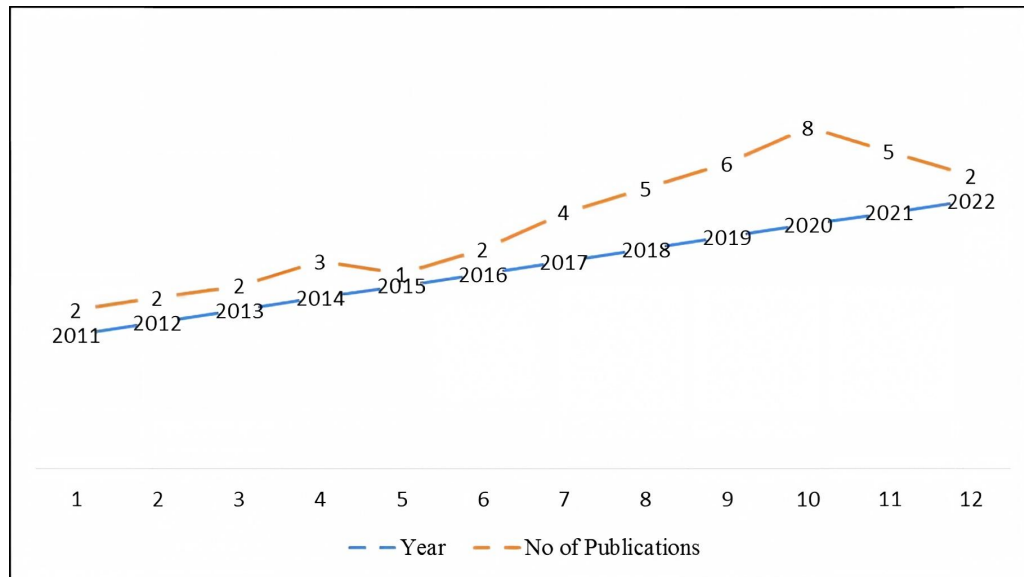


Figure 2. Trend of publications per year.

3.2. Constituents of Patagonia's Common-Good HRM

The guiding principle of the core values used as a yardstick to identify the themes was derived from the company's stated human resource philosophy exposed in the famous book of the corporation, "Let My People Go Surfing," authored by the CEO & founder^[25]. According to Khan and Ahmed^[42] and Noel et al.^[43], the indispensable elements of common good HRM practices that distinguish it from other HRM modes are embedded in its HRD and empowering culture. That means the essence of common-good HRM lies in environmentally responsible, sustainable management of people to achieve its end through human capital^[6,41]. Its focus was merely redefining success in more sustainable terms than other views of sustainability and CSR^[44].

HRM practices carried out in Patagonia involve strategies that enable the firm to attract and retain employees who are true customers of the firm^[25]. Whatever conceptualization was used in the studies reviewed, the dimensions of

common-good HRM are almost similar, as it was guided by people-orientation^[45]. For the purpose of this review, the entire HRM activities atypical to Patagonia were categorized into the following seven major categories extracted from.

Firstly, the organizational tasks were required to be designed to enable flexibility as well as pointing to a number of ecological practices^[28]. Job analysis and design focused not only on flexibility but also involved creating green jobs^[33]; considering green competencies and incorporating environmental protection-related duties into job descriptions^[28]. This all helps the firm to perform well by doing common good^[46]. Some reviewed papers particularly addressed flexibility as one of the major important elements^[12,37,47–49].

According to Chouinard, recruitment of employees was the second most important element in Patagonia. Here, recruitment involves searching for people through an informal network of friends, colleagues and business associations rather than announcing a vacancy, which is said to be green recruitment by others. Patagonia also goes one step further and requests that candidates for jobs prepare their resumes

and applications with an eye for the environment. Some of the reviewed studies addressed this element as a variable to see its effect on both employee behavior and organizational success^[16,34–36,38,50,51].

Selection of HR and configuration are also among the important components in sensible humanistic. Therefore, carefully hiring people with technical expertise who will be actively engaged in outside responsibilities is the guiding principle at Patagonia. In addition to the talent needed for the position, the candidate selection process looks for competencies and expertise in carrying out ecological initiatives^[28]. The studies in review confirmed that the way selection and hiring were performed in this tone^[16,35,36,40,51–53].

Decent pay compensation as a member of FLA is another important strategy used in Patagonia to retain the acquired HR because replacement is costly. This was also tested empirically by other researchers^[12,16,35,50,54]. Fair and attractive salary payments were promoted to enhance the common-good portfolio^[20]. Besides decent pay, another way of creating the common good is the benefits package and rewards, which are mainly related to eco-friendly behavior manifested by the employees. Patagonia is a pioneer in on-site childcare as a support for working parents^[8,25], comprehensive health insurance^[8], promoting female employees^[10], paid leave and travel care for environmental internships, and paid maternity/paternity leave^[8]; and many innovative strategies were voluntarily pledged to improve employment conditions while banning worsening approaches such as child labor. Empirical evidence in the review showed this for on-site child care^[35,55]; health insurance^[35,51]; upholding women in work^[10]; travel care for environmental internships^[41]; and general green reward systems^[16,36].

According to Noel et al.^[43], one of the accepted HR functions to grow your organizational human capital is training and development. But the need for training and development is higher in B-Corps. Patagonia, like other organizations, has responsibilities to multiple stakeholders. As contended by Ryan^[10], Patagonia was engaged in multiple week-long environmental training and development seminars. Employee participation in sustainable development is increased as a result, and their skills, value, and trust are strengthened^[28]; therefore, sharing knowledge in relation to environmental initiatives is the essence of common good HRM^[56]. The reviewed articles^[16,35,46,50,57–59] endorsed this

portion of HRM in their empirical studies.

Employee initiatives and cooperative conduct are crucial for pursuing green-growth plans^[60]. Humanistic management and employee relations bring strong employee engagement, which is the art that both presumes and endures the ethos of a humane business^[10]. For instance, communication and transparency are in this domain of people-orientation^[1,58]. Such methods may give rise to a positive work environment with a strong sense of teamwork, engagement, involvement, mutual trust and fairness, concern and respect for the environment, and a sustainable position that promotes human flourishing^[15]. This was the major constituent of common-good HRM, which is unequivocally declared in Patagonia's mission statement as specified in former sections of this analysis. Reviewed articles^[16,41,46,48,52,55,57,61–65] have shown the importance of overall humanistic management and indicated it as a flavor that distinguishes common-good HRM from other strategies.

3.3. Effects of Common-Good HRM on Employees' Behaviour

Common-good HRM brings employees at the core of organizations to be “good citizens” by connecting themselves to “good works and charities,” which becomes a compelling reason to “put people first” to bring strong workplace engagement^[1]. The HRM strategies pursued by the organizations are primarily aimed at bringing about such engagements by enhancing organizational citizenship behaviour^[66]. Based on the synthesis of empirical evidence in this review, the peculiar job-related behaviours employees exhibit in response to such HRM strategies are summarized in **Table 1**.

3.4. Organizational Outcomes of Common-Good HRM

The time to focus on monetary performance indicators only has passed, and the trend in recent business undertakings involves reporting social and ecological indicators, which are very crucial in a common-good economy. For this purpose, HRM is required and will be performed with this purpose and a strategic perspective in mind. There is also evidence showing positive results of environmental alignment of HRM that drove organizations to become green and resilient or-

ganizations^[13]. This is mainly due to its progressive effect on the dynamic capabilities of ethically performing businesses without compromising sustainability^[46]. Inner branding to the culture must work continually to align employees with stated values in their culture^[62]. The organizational

human resource outcomes are found to be the mechanism through which we could study different HRM systems. As per the seven themes categorized in common-good HRM strategies, organizational outcomes linkage in empirical papers reviewed are shown hereunder in **Table 2**.

Table 1. Effects of Patagonia's Common-Good HRM Strategies on Employees' Job-Related Behaviors.

Dimensions of Patagonia's Common-Good HRM Strategies	Evidence on Its Effect on Job-Related Employee Behaviors
Flexible Work Design	- Improved physical and mental health, workplace safety^[67]; - Better employee job satisfaction^[47]; - Foster self-selection into tasks^[49].
Green Recruitment	- Employee development, health prophylaxis and work safety^[51]; - Employees' eco-friendly behaviour^[36]; - Organizational citizenship behaviour^[35]; - Employees' workplace green behaviours^[50].
Selecting Employees Fitting Culture (Green Hiring & Green Culture)	- Pro-environmental behaviours^[40]; - Enhanced performance^[53]; - Health prophylaxis and work safety^[51]; - Organizational citizenship behaviour & CSR authenticity^[58].
Decent Pay or Compensation	- Organizational citizenship behaviour^[35]; - Employees' workplace green behaviours^[50].
Benefits—On-site Childcare	- Work-life balance^[55]; - Employability growth^[55]; - Improved health and workplace safety^[67]; - Organizational citizenship behaviour^[35].
Benefits (Comprehensive Health Insurance)	- Employee development^[51]; - Better work safety^[51]; - Organizational citizenship behaviour^[35].
Green Reward System	- Eco-friendly green behavior^[36]; - Organizational citizenship behavior^[35].
Green Training and Development (Seminar)	- Authentic eco-friendly behaviour^[58]; - Organizational citizenship behaviour^[35]; - Satisfaction, growth and performance of employees^[59].
Humanistic Management (Such as ensuring transparency, participation & communication)	- Work-life balance^[36]; - Increased employability^[55]; - Transparency^[1].

Source: Compiled from articles included in the review.

Table 2. Organizational Outcomes of Patagonia's Common-Good HRM.

Dimensions of Patagonia's Common-Good HRM Strategies	Effect on Corporate Performance Empirical Evidence
Flexible work	- Efficiency and effectiveness^[48]; - Organizational performance^[47]; - Innovation performance^[37].
Green recruitment	- Organizational success^[34]; - Green performance^[16]; - Economic & social performance^[50].

Table 2. *Cont.*

Dimensions of Patagonia's Common-Good HRM Strategies	Effect on Corporate Performance Empirical Evidence
Selecting employees fitting culture (Green Hiring & Green Culture)	• Sustainability^[52]; • Greening of organizations^[40]; • Green performance^[16].
Decent pay	• Social performance outcomes^[54]; • Superior internal branding^[68]; • Green performance^[16]; • Employee well-being^[12].
New Benefit Packages & Rewards	
Environmental internship	• Green innovation^[41]; • Environmental performance^[41].
Comprehensive health insurance	• Corporate sustainability^[51].
Green reward system	• Green performance^[16]; • Green innovation^[41]; • Economic & social performance^[50].
Green training (Seminar)	• Ethical and competitive performance^[57]; • Entrepreneurial characteristics^[57]; • Green performance^[16].
Humanistic Management	
Humanistic management	• Humans ecosystems well-being; • Green competitive advantage^[55]; • Sustainability of brand^[63]; • Reputation & legitimacy^[55]; • Attracting and retaining the best HRs^[55]; • Productivity and sustainability^[55]; • Corporate integrity & commitment^[62].
Transparency & Communication	• Authentic corporate citizenship^[11]; • Communication/transparency^[11].
Participation	• Sustainability^[52]; • Efficiency and effectiveness^[48]; • Sustainable competitive advantage^[61]; • Green innovation & performance^[41].
Diversity management	• Balanced workforce composition^[19].

Source: Compiled based on literature included in the systematic review.

4. Discussion

This review was expected to show linkages that exist among common-good HRM systems, personnel responses and institutional outcomes. The components of Patagonia's common-good HRM strategies involve seven themes in the HR functions; viz., flexible job design^[12,37]; environmentally friendly recruitment^[34,38]; selection to fit culture^[51,52]; paying decent wages; innovative benefit packages to support working parents using onsite child care and fully paid

environmental internships with travel care^[16,50]; conducting environmental seminars^[16]; and putting people first to manage humanistically^[19,64].

Such HRM strategies and practices put the human resource of the organization as a prime resource and bring several positive effects on behavior, including employee job satisfaction^[47]; make employees voluntarily take responsibilities by themselves^[49]; workplace eco-friendly behaviors improvement^[50]; authentic corporate citizenship behavior^[35]; and employees authentically discharge CSR^[58]. Further, the

well-being and growth of employees could be facilitated by common-good HRM as it will serve as health prophylaxis and foster occupational safety^[69]; and will bring employee growth and development^[51,59]; enhance employee employability^[55], which further results in sustained career development^[28]; and work-life balance^[55]. Moreover, employee performance was significantly improved as a result and the negative effects of HRM were mitigated.

In these kinds of causal links, the most favoured strategic framework of HRM—the “Harvard Model”^[66]—offers a more contextualized view of HRM so as to involve more challenging precursors of stakeholder concerns, and the long-term consequences of organizational effectiveness on indi-

viduals’ and society’s well-being. It is a formative HRM model involving the interests of different stakeholder groups, the circumstances of HRM, procedures, effects on employees, and the lasting consequences of organizational effectiveness^[70]. The variables identified as common good HRM practices, effects on employee work-related behaviours, and business outcomes such as performance and sustainability in various studies were combined to give a full picture of the concept^[18]. Though the model involves five elements, we were limited to explaining the contents of the latter three elements of the model based on our review objectives, such as common-good HRM practices, effects on employees and organizational outcomes (**Figure 3**).

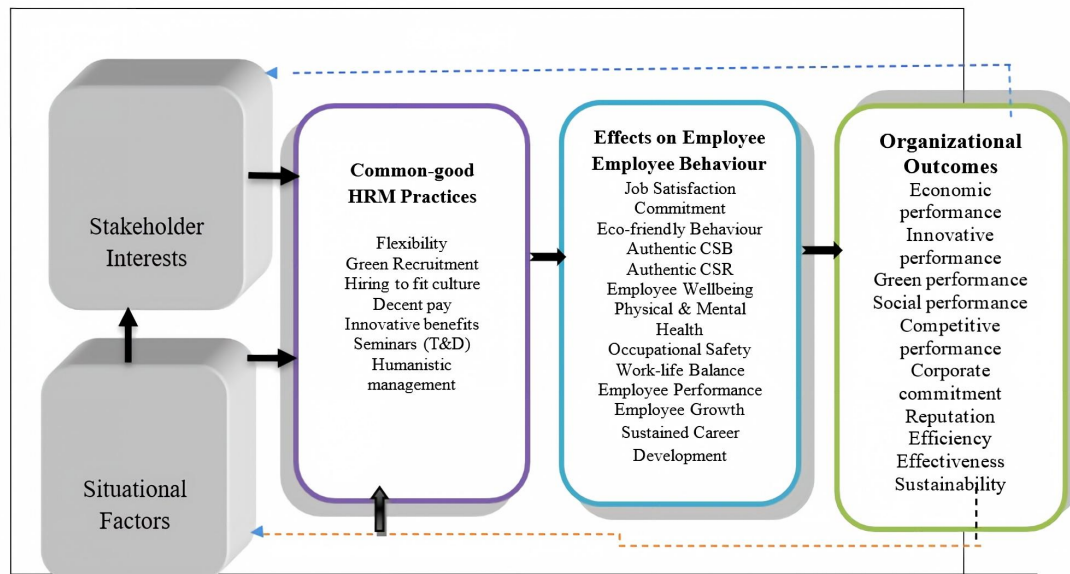


Figure 3. Proposed conceptual model of relationships between Patagonia’s Common-good HRM strategies, employee behaviour & organizational outcomes based on the Harvard HRM model^[70].

With regard to the organizational outcomes of common-good HRM, this review identified improvements in economic performance^[38]; green performance^[41]; innovative performance^[37]; social performance^[50]; and entrepreneurial competitive performance^[46,57,61]. Organizational reputation^[55]; corporate integrity and commitment^[62]; and overall organizational success, efficiency, effectiveness, sustainable development and sustainability^[51,71] were extra paybacks. The relationships between Patagonia’s common-good HRM strategies, employee behaviors, and organizational results reveal a clear cause-and-effect dynamic. Flexible job designs and eco-conscious recruitment methods do more than attract sustainability-minded staff; they encourage employees to

take voluntary responsibility and engage in environmentally friendly practices at work. This synergy between HR practices and employee values fosters genuine corporate citizenship, which enhances the company’s reputation and integrity. Likewise, offering fair wages and innovative benefits improves employee well-being, workplace safety, and skill development, directly boosting job satisfaction and long-term career growth. These positive employee responses act as bridges, converting HR initiatives into measurable organizational outcomes—better economic results, stronger social contributions, and improved environmental performance. Furthermore, environmental training sessions and the integration of humanistic management principles build a

shared sense of purpose, deepening employees' commitment to corporate social responsibility and sustainability. Altogether, these practices show that common-good HRM forms a cohesive system rather than isolated actions; employee-centered approaches provoke behavioral shifts that lead to greater institutional efficiency, effectiveness, and competitive edge. Consequently, the interplay between HRM practices, employee reactions, and organizational achievements is reciprocal and reinforcing, underscoring human resources as both the pathway and goal in realizing sustainable organizational success.

From this, we can conclude that common-good HRM strategies undertaken by Patagonia's model have a significant positive impact on both employees and corporations. This means that by using employees as the glue to do well by doing good, businesses may be able to strike a balance between the frequently conflicting needs for responsiveness to pressures in the external environment and the difficulty of maintaining appropriate internal coherence and stability. While Patagonia exemplifies common-good HRM through its integration of humanistic management, supply chain transparency, and employee well-being, there are also other sustainability-oriented firms that provide complementary perspectives^[66,72]. For instance, Interface has pioneered circular economy practices in flooring, embedding sustainability into employee innovation. Natura, as a Brazilian cosmetics company, institutionalizes stakeholder inclusion and biodiversity protection, demonstrating how HRM can align with socio-environmental justice. Unilever operationalizes sustainability through its 'Sustainable Living Plan,' linking HRM to consumer trust and regulatory compliance, particularly under the EU Green Claims Directive. IKEA, meanwhile, integrates sustainability into job design and employee training, emphasizing embodied actions that simultaneously advance environmental goals and business performance. Meanwhile, these comparisons reveal that Patagonia's model emphasizes a normative 'outside-in' orientation toward societal good, firms like Unilever and IKEA balance sustainability with shareholder expectations, and Natura and Interface highlight regional and ecological dimensions. By situating Patagonia within this broader landscape, our conceptual model is comprehensive and it is not limited to one exemplar but provides a transferable framework for analyzing HRM practices across diverse sustainability leaders^[73,74].

5. Conclusions

5.1. Implications

Given the increased emphasis on new models of HR practices, the outcomes of HR procedures are probably influenced by the other procedures in the system^[75]. The HRM outcomes are found to be the means that intervene in the HRM system–institutional performance link^[76]. Strategic HRM academics naturally recognize that systems in HRM cannot be fully understood without considering interrelationships within organizational contextual elements to which it is inseparably bound. Therefore, it was worth identifying and synthesizing the HRM practices in common-good HRM with their effects on both employees and organizations due to the literature inconsistencies and lack of clear lines, which are not fine-tuned and immature both conceptually and practically^[6]. Because awareness of the complicated associations between the HRM system and the dynamic work environment, both internal and external to the organization, was very important.

The values of flexibility and discretion^[60]; green selective staffing^[77]; decent compensation, pay and benefits^[70]; environmental seminars^[22]; humanistic management^[78]; and communication in purpose-led organizations^[76], etc., will be used as the components of interventions for HRM strategies and empowerment. This also takes into account happiness at work, which is better than job satisfaction^[79]; it brings employee well-being, which was defined as "a state of complete mental, physical and social well-being" by WHO, could be attained; to bring human capital, green intellectual capital and employee commitment to the organization as well^[80]. Hence, as a result, the organization will have high-performing work units (HPWS)^[81] that support the organization's sustainable development strategy and ultimately gain sustainable competitive advantage as indicated in the conceptual model^[28].

Though attempts have been made to refine sustainable HRM theories^[6], principles to be followed by HR practitioners and scholars have not yet emerged exhaustively. Patagonia was tied to the common good and performed a fresh way of all-embracing humanistic management practices that concentrate on the workforce's equal opportunity to be involved in sustainable business operations^[66]. Patagonia benefited from such practices and is known as one of the global sustain-

ability leaders^[32]. It has become a benchmark for HRM actions taken by others because of these achievements^[10]. For example, Walmart collaborated with Patagonia to augment its corporate social responsibility initiatives and portray itself as a socially accountable entity. If executed ostentatiously, it will be regarded as greenwashing, a marketing strategy that employs sustainability and environmental claims just to boost sales, which may ultimately be detrimental.

Consequently, the proactive improvement of employees' work experiences that align with their personal and social expectations in ethically and socially acceptable manners yields benefits^[24]. For many individuals, employment serves as a source of significance, and flexible task assignments in job design result in considerable enhancements in productivity^[82]. The process of recruitment and selection tailored to align with green culture and environmentally-focused job descriptions influences organizational citizenship behavior. Employee development and training were recommended to be done with a strategic long-term perspective in mind to acquire competencies of the future^[83,84]. Decent compensation and reward systems for rewarding work performance of employees who portray green and environmentally friendly behavior or disincentives to discourage faltering in green behavior, might also be used. An organizational climate of support for working parents and adhering to the basic and acceptable principles of human rights, such as human self-worth, unity and social equality, ecological sustainability and democratic involvement and transparency, avoids the risk of being excluded and hence creates common good for all stakeholders of the organization without compromising the financial bottom-line of the organization^[20,28]. Moreover, future researchers may make use of the model to empirically test and validate across different contexts without missing elements of common-good HRM strategies.

Although prior reviews on sustainable HRM and CSR-HRM integration have provided valuable insights, they were largely narrative or critical in nature and lacked systematization and methodological rigor. More importantly, they did not conceptualize Patagonia's case separately within an integrative theoretical framework. This review departs from those prior works by employing the above-proposed model, the Harvard Model, which uniquely links HR strategic intervention as inputs and employee well-being, job satisfaction, organizational performance, and societal sustainability as out-

puts in our review. Through this lens, our study fills a clear knowledge gap by advancing understanding of Common-Good HRM beyond descriptive accounts. The theoretical framework synthesized above also demonstrates its major contribution that can be empirically tested using Patagonia's practices as a benchmark intervention strategy in different contexts.

5.2. Limitations

Common good HRM represents employee-oriented HRM that can be executed via involving concepts, ideas and prototypes which lead to novel knowledge^[85]. Within the strategic HRM framework, these concepts are reflected in employee participation and decent working conditions. But some of the dimensions of common-good HRM may be confused with other forms of HRM in tandem with CSR, including sustainable HRM^[86], green HRM^[80] and innovative HRM^[87], as there are overlaps among them. Moreover, some of the dimensions might also be left out due to the fact that the concept was at its embryonic stage^[38], involving serious debates^[79]. Strategic HRM research also needs to be done in more contextualized and more practical phenomena^[88]. However, this systematic review is limited in its scope of analysis and synthesis of practices, effects on employees and organizational outcomes. In the search for empirical peer-reviewed open-access published articles, only four databases (Springer, Taylor & Francis, Emerald, and Google Scholar) are used, which is susceptible to publication bias; hence, this systematic review lacks data from Oceania and Latin America. The absence of evidence from these regions may reflect publication patterns or database coverage rather than a lack of relevant HRM practices. Future research should prioritize the inclusion of studies from underrepresented regions to strengthen cross-cultural validity and ensure more comprehensive insights. Therefore, we recommend that future reviews with broader database access expand the coverage to ensure greater comprehensiveness. The review results also lack sufficient data on some of the peculiar HRM aspects of Patagonia, such as supporting working parents by company-sponsored on-site childcare services, travel care, environmental internships, paid paternity leaves and others^[10,12]. Hence, future researchers might build on this ice-breaking piece of work in the field.

Author Contributions

Both authors contributed to the study conception and the development of the systematic review methodology protocol, which served as the foundation for the research. Article selection, data extraction from the included studies, evidence synthesis, manuscript preparation, and editorial revisions were performed by both authors. Both authors have read and agreed to the published version of the manuscript.

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The authors declare no conflict of interest.

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The authors declare that no artificial intelligence (AI) tools were used in the preparation of this manuscript.

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