



## Nurturing Sustainability Commitment: Exploring the Nexus of Employee Relations, Human Resource Management (HRM) and Micro, Small and Medium Enterprises (MSME) Sectors

Sudipta Adhikary\*, Arpita Das

School of Law, Brainware University, Barasat, Kolkata, West Bengal, 700125, India

Corresponding Author's Email: [sudiptaadhikary24@gmail.com](mailto:sudiptaadhikary24@gmail.com)\*, [arpitadas20042409@gmail.com](mailto:arpitadas20042409@gmail.com)

### Abstract

**Purpose:** The purpose of the research is to comprehend how enterprises in India evaluate their commitment to sustainability in connection to employee relations and HRM practices. This paper introduces a theoretical framework called “awareness, action, comprehensiveness, and excellence (AACE)” to convey the remedies and practices as embraced by MSME industries in achieving their sustainability initiatives. **Methodology:** This study employed a cross-case study approach to analyse workers and owners’ opinions in MSME units in Kolkata and adjacent regions in order to determine how industrial relations and HRM practises foster the level of sustainability commitment. **Findings:** The purpose of this research was to assess the existing HRM landscape and employee relations adopted by MSME firms to provide better support their aim of strengthening the commitment towards sustainability. The research proposed a framework with four stages—“awareness, action, comprehensiveness, and excellence”—that captures HRM practises as embraced by MSME enterprises to cultivate their commitment towards sustainability. **Social Implications:** MSME sector units are making a vibrant contribution towards the emerging Indian economy. When it comes to the question of safe employment and sustainability, quality jobs, inclusiveness, productive employment, safe and secure work conditions, opportunities to work, and quality of work life seem to be driving parameters of employee growth. They have a major impact on both long-term viability and employees' quality of life. This study attempts to make a mark in this course. **Conclusion:** According to the study's findings, HRM practices that emphasize informal leadership toward workers are essential for forging a company's commitment to sustainability.

**Keywords:** AACE; HRM; Quality Job; Inclusiveness; MSME; Sustainability

### Introduction

Over the past decade, ‘commitment to sustainability’ has been the subject of extensive academic investigation. The meaning of this term has been examined from several angles and explained in several ways (Schrettle *et al.*, 2014). This study has adopted the “commitment to sustainability” idea provided by Jansson *et al.* (2017). The economic, social, and environmental aspects of this idea in relation to all essential business activities have been examined (Hahn & Figge, 2011). The term ‘Triple Bottom Line (TBL)’ is used to describe these three facets of sustainability (Hahn & Figge, 2011; Laszlo & Zhexembayeva, 2011). TBL highlights the philosophical and strategic approach of companies that seek sustainable consumption and regeneration of resources (Laszlo & Zhexembayeva, 2011). For TBL, such a business outcome appears realistic, but it needs enterprises to match their business procedures, culture, and people pool—essential for any viable organisation (Ehnert & Harry, 2012).

## Theoretical Discussion

The 2012 UN Conference on Sustainable Development in Rio de Janeiro introduced the concept of sustainable growth. It was adopted that all the goals must be supported by the actions of developed countries. The MDGs focused mainly on problems in developing and poor nations, but the SDGs also include developed nations. MDGs assumed a "one size fits all" strategy. The two major aspects of sustenance—environment and development—are not properly brought together. The United Nations Sustainable Development Summit on September 25, 2015, adopted the global agenda "Transforming Our World: The 2030 Agenda for Sustainable Development." The United Nations Millennium Assembly targeted to reduce the number of poor persons by 2015 from 2000. A decent work agenda can eliminate the obstacles in the path of poverty reduction. Discrimination, poor working conditions, the absence of a social security net, the unavailability of a basic pension, labor market uncertainties are major obstacles. "Understanding decent work and its relationship to poverty is, therefore, a critical aspect of the struggle to reduce extreme poverty by half by 2015". Businesses that fall within the 'micro, small, and medium' category are crucial to the growth of any economy. Their impact on the economic climate is magnified in emerging markets like India and Mexico because of the importance of environmental considerations (Batra *et al.*, 2018; Newberry, 2006).

### MSME and their dedication to environmental sustainability

Micro, small, and medium-sized businesses (MSMEs) are a driving force behind India's burgeoning middle class and innovative business climate. Employment creation, cheap capital, and technology requirements, traditional or hereditary skill application, local resource utilisation, resource mobilisation, and product exportability are just few of the reasons why MSMEs are so important. More than 44.7 million businesses give this industry prominence, making it second only to agriculture in terms of size. India's micro, small, and medium-sized enterprises (MSME) routinely contribute 11.5% of GDP each year, making them an integral part of the country's economic progress. The most crucial aspect of this industry is figuring out what it is, what the area needs, and how to make the most of the resources already there to cut down on manufacturing costs. It's quite useful for avoiding monetary hardship and the need to leave rural areas for urban centres in search of work. Through its more than 6,000 items, the sector accounts for around 11.5% of GDP, 45.0% of total manufacturing production, and 40% of total exports.

**Table 1:** Estimated Number of MSMEs in India (Activity Wise) (2021)

Active Category	Estimated Number of Enterprises (in Lakh)			Share (%)
	Rural	Urban	Total	
Manufacturing	114.14	82.5	196.65	31
Trade	108.71	121.64	230.35	36
Other Services	102	104.85	206.85	33
Electricity	0.03	0.01	0.03	0
All	<b>324.88</b>	<b>309</b>	<b>633.88</b>	<b>100</b>

**Source:** *mospi.gov.in* (Pg No:30, Statement No.2.1)

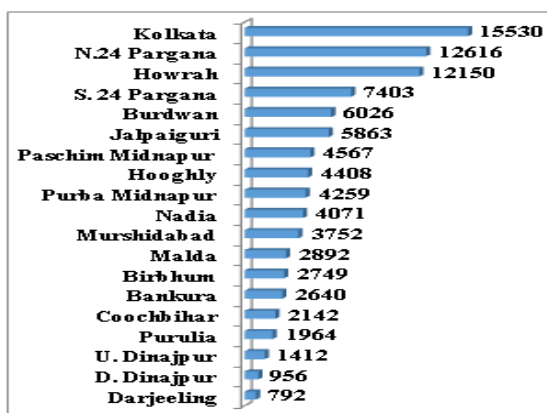
**Table 2:** State-wise distribution of enterprises

Serial No.	States	Estimated Numbers of MSMEs	
		Number (in Lakh)	Share (%)
1	Uttar Pradesh	89.99	14
2	West Bengal	88.67	14
3	Tamil Nadu	49.49	8
4	Maharashtra	47.78	8
5	Karnataka	38.34	6
6	Bihar	34.46	5
7	Andhra Pradesh	33.87	5
8	Gujrat	33.16	5
9	Rajasthan	26.87	4
10	Madhya Pradesh	26.74	4
11	Total of above 10 states	469.36	74
	Other States	164.52	26
	All	633.88	100

**Source:** *mospi.gov.in* (Pg. No.42, Statement No:2.10)

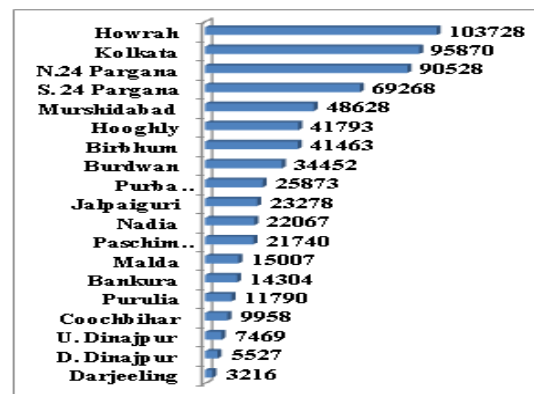
According to estimates, 14.20% of all Indian SMEs were in the state of Uttar Pradesh. Again, West Bengal is in second place, with 14%. The data presented above provides an overview of the expected enterprise distribution throughout the top 10 states. East India's West Bengal state reaches from the Himalayas to the Bay of Bengal. The basic requirements for industrial development—access to raw materials, an adequate power situation, skilled people resources, and a stable socio-political environment—are all met in plenty in West Bengal. West Bengal may soon overtake all other Indian states in terms of MSME productivity. In terms of micro, small, and medium-sized enterprises (MSME), West Bengal is currently India's second-most populous state (Annual Report of MSME) (Govt. of India). Around here, micro, small, and medium-sized enterprises (MSMEs) are responsible for more over half of industrial output. The state government of West Bengal takes a collaborative approach to improving the state's business climate, which benefits small and medium-sized enterprises (MSME) and positions the state to become a national leader in this field in the future.

**District-wise registered MSSE/MSME units in West Bengal**



Source: Sen & Salim, 2016 (Page-228)

**Figure 1:** Number of total registered units in 2021-22



Source: Sen & Salim, 2016 (Page-228)

**Figure 2:** Number of total registered employment in 2021-22

**Relationships with employees and sustainability commitment**

Rousseau (1995) suggested that employees and employers are hypothesised to have long-term, mutually beneficial agreements based on psychological contracts. Among micro, small, and medium-sized enterprises (MSMEs), the quality of the leader-follower connection is crucial to the success of the organisation in achieving its commitment to sustainability (Amui *et al.*, 2017; Bartram, 2005). This suggests that the dynamics of leader-driven employee relations in MSMEs will play a significant role in propelling MSME commitment to sustainability, as demonstrated by the research. When it comes to the question of safe employment and sustainability, quality jobs, inclusiveness, productive employment, safe and secure work conditions, opportunities to work, and quality of work life seem to be driving parameters of employee growth. They have a major impact on both long-term viability and employees' quality of life.

**Sustainable Human Resource Management Practices**

According to a survey of relevant publications, eco-conscious businesses frequently implement technological innovations (Linnenluecke, Russell & Griffiths, 2009). Thus, the company's softer issues, such as its principles, mission, and employee relations, take a back seat (Blanco-Portela *et al.*, 2017). It's common knowledge at this point that all aspects of human resource management (HRM), from recruiting through retirement, need to be in lockstep with an organization's goals for productivity and expansion (Aldrich & Von, 1992; Pfeffer, 1998). The same is true for HRM practises and strategic processes applied to MSMEs in West Bengal. It has a clear strategy for developing this industry. The government of West Bengal formed the West Bengal Small Industries Development Corporation and

other agencies to aid the small business sector through the construction of necessary infrastructure, the development of industrial estates, the construction of marketing facilities, the provision of raw materials, etc.

### Research Objectives

- To find whether decent work indicators are satisfactorily applied in MSME sectors in selected districts of West Bengal.
- To identify the proper HR strategy required for MSME sectors considering a decent work agenda (Goal Number 8) in selected districts of West Bengal in the transition of change.

### Methodology

The study, inter alia, proposes to unearth the possibilities of the adoption of the proper HR strategy required for MSME sectors considering a decent work agenda (Goal Number 8) in chosen areas of West Bengal. Six key issues covering challenges before MSME units had been identified and interviews were conducted on these issues. Again, 398 participants from 28 companies from Kolkata and Howrah in the MSME sector are included in the sample frame. Therefore, extensive use of primary data and secondary data are used. The detailed list of the chosen small-scale units under unorganized sector is given below.

**Table 3:** Detailed list of entrepreneurs

Sl. No.	SSI Name	Location	Item of production
1	Md. Amiruzzaman Mollick M/S Purbasa Rubber Industries	Uluberia-li	Rubber Moulding Goods
2	Sk. Rafijul Haque M/S S. N. Rubbe	Uluberia-li	Rubber Moulding Goods
3	Sk. Afsar Ali M/S Machino Techno Polymers	Uluberia-li	Rubber Moulding Goods
4	Kazi Amirul Islam M/S Elate India	Uluberia-li	Rubber Moulding Goods
5	Sk. Mujibar Rahaman	Panchla	Zari Embroidary
6	Bimal Majhi	Panchla	Zari Embroidary
7	Rajkumar Roy	Panchla	Zari Embroidary
8	Samirul Khan	Panchla	Zari Embroidary
9	Sk Mostak Ali	Panchla	Zari Embroidary
10	Maitrayee Group	Bally-Jagacha	Jam, Jelly, Poustik Laddu
11	Suchetna Group	Bally-Jagacha	Jam, Jelly, Poustik Laddu
12	Vidyasagar Group	Bally-Jagacha	Jam, Jelly, Poustik Laddu
13	Sk Sajjat Ali	Amta-I	Optical Lens Grinding
14	Mahinuddin Mallik	Amta-I	Optical Lens Grinding
15	Matiyar Middey	Amta-I	Optical Lens Grinding
16	Shyamal Mondal	Bally-Jagacha	Jute Rope
17	Bijay Bahadur Ram	Janbazar Leather Artisans Cluster	Leather Footwear
18	Upendra Das	Janbazar Leather Artisans Cluster	Leather Footwear
19	Vivek Gupta	Kolkata	Dal Milling
20	Ratan Kr. Shah	Kolkata	Dal Milling
21	Avinash Pandey	Kolkata	Dal Milling
22	Shruti Shaw	Kolkata	Dal Milling

**Collection of Data**

Over the course of six months, interviews with key internal stakeholders in strategic roles were performed at 28 MSME units. Key players included the entrepreneurs themselves, who often held positions such as chairman or managing/executive directors, as well as other members of the management team and supervisors. The acquisition of data from a variety of sources for each case aided in the triangulation of results. During each interview, researchers first introduced themselves to participants to build rapport, and then asked semi-structured questions to elicit answers to the overarching topics that had been formulated in advance. Within each company, significant individuals were identified to be interviewed using the snowball technique.

**Analysis of Data**

Lack of adequate credit and capital, poor and inadequate infrastructural facilities, inadequate access and marketing linkages, technological obsolescence and inadequate application of new technology, lack of skilled human resources, dilatory and cumbersome regulatory practises for clearance, and poor adaptability to emerging international trends are all challenges that micro, small, and medium-sized enterprises (MSME) face.

**Inadequate Access and Marketing Linkages/Public Policy (SDG Goal 8 Indicator)**

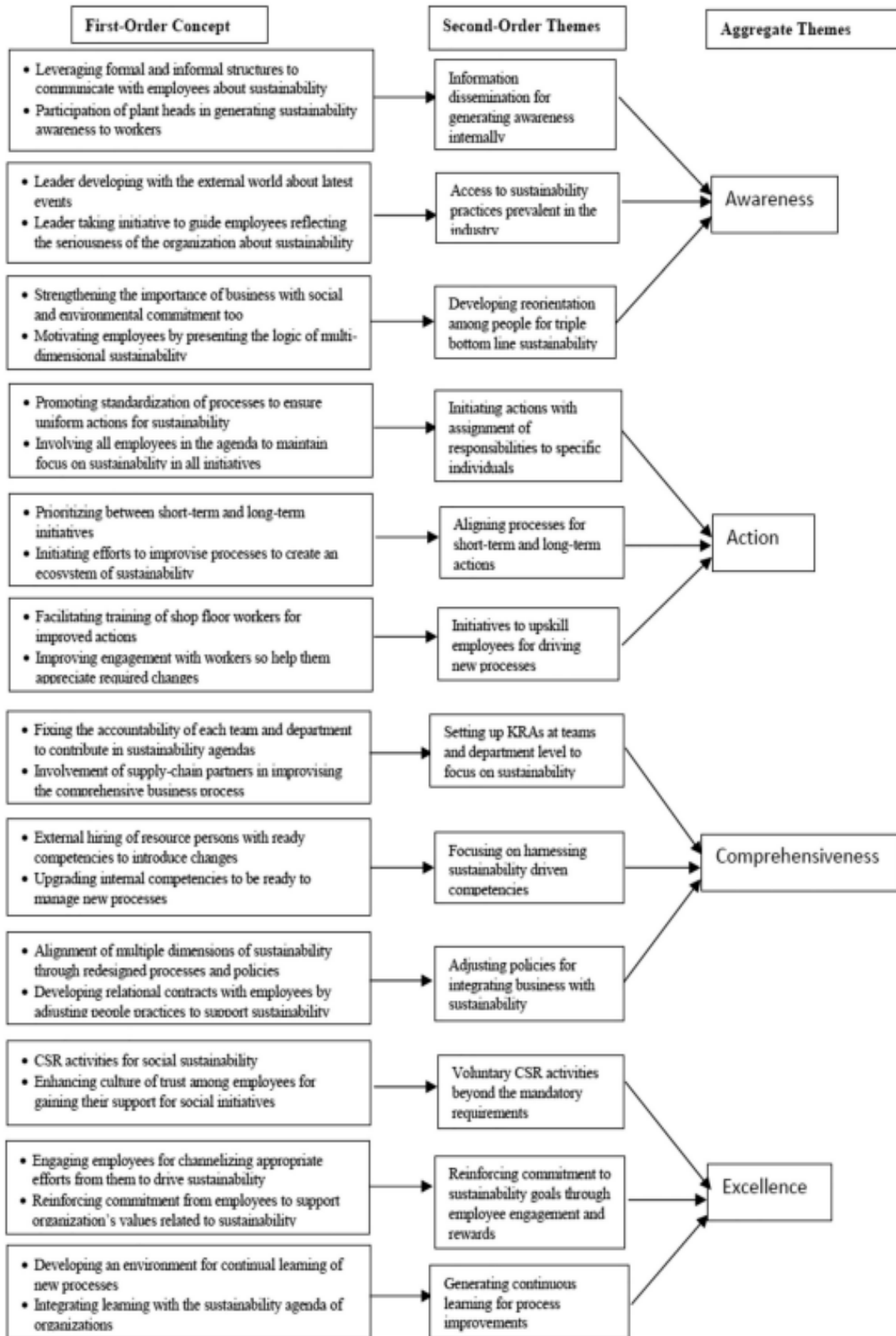
Poor marketing linkages are characterized by inadequate government support and patronage, lack of adequate marketing infrastructure and network facilities continue to be a greater challenge for the marketing and sale of MSME products. In a non-cluster situation, these enterprises get segregated and are unable to ensure reduction in procurement costs from big companies and fail to streamline the output-supply chain. Almost 82% of respondents gave their opinion regarding inadequate government support in this area.

**Lack of Skilled Human Resources/ Sustainable employment (SDG Goal 8 Indicator):**

Businesses struggle to expand due to incompetent management and a lack of training in areas such as resource planning and capital management. Almost 97% of respondents consider the issue as serious concern.

**Dilatory and Cumbrous Regulatory Practices/ Lack of Development Oriented Policy (SDG Goal 8 Indicator):**

Cumbersome and dilatory regulatory clearances relating to sanction and disbursement of loans from commercial banks, collateral securities/guarantees, for construction permits, resolving insolvency and taxation etc. continue to be the constraining factors for many MSMEs. Absence of a common regulatory body and inadequate provisions for start-ups affect the growth of such enterprises. Almost 96% of respondents think this issue is one of the major hindrances for MSME growth.



Source: Maheshwari, Samal & Bhamoriya, 2020

Figure 3: Proposed Model for Sustainability Commitment in MSME units

With the help of multisource triangulation and interviews with personnel at various levels of the organisational structure, the findings were verified and ensured that they were free of bias.

### Results:

A new conceptual framework is proposed in the study, giving four dimensions that explore how employee interactions and HRM practises might fortify the dedication to sustainability among micro, small, and medium-sized enterprises (MSME). In this respect, there are four criteria to consider: (1) awareness, (2) action, (3) comprehensiveness, and (4) excellence.

#### a. Awareness:

A growing commitment to sustainability begins with raising one's own level of consciousness. It is connected to the CEO briefing the staff on the company's future plans. The company's priorities and the sustainability-related actions that employees are expected to do can be gleaned from these. Awareness includes access, inclusion and reorientation of sustainable HR practices.

#### b. Action

The second key finding from the case companies' data is the importance of taking the right steps to coordinate existing procedures with the management of sustainability agendas. Action includes up skilling and long-term development of human resource.

#### c. Comprehensiveness

The development of a comprehensive support structure to drive coordinated efforts towards the construction of a 'holistic' culture emerged as a crucial component in motivating MSME companies to pursue sustainability over the long term. Comprehensiveness includes setting up of KRAs to focus on sustainability driven competency development.

#### d. Excellence

There is a wealth of evidence in the data that shows how these example companies pursue excellence through the deliberate selection and execution of strategies and initiatives that maximise available resources. The success of a firm depends on its management taking a proactive, opportunity-oriented attitude. Excellence covers reinforcing commitments to sustainability goals and step towards transforming mechanical organization to organic and learning organization.

### Annexure:

As per the survey is concerned, the findings from each organization in the district of Howrah, West Bengal in a nutshell are presented in the following table:

Sl. No.	Location	Item Of Production	Findings
1	Uluberia-li	Rubber Moulding Goods	Workers are not aware of the Sustainability concept, most of them are unaware regarding SDG goals.
2	Uluberia-li	Rubber Moulding Goods	The Organization is focussing for the development of a comprehensive support structure towards the construction of a holistic approach.
3	Uluberia-li	Rubber Moulding Goods	An awareness-building approach is going on to attain sustainability.

4	Uluberia-li	Rubber Moulding Goods	The organization is focussing on the development of a comprehensive support structure towards the construction of a holistic approach.
5	Panchla	Zari Embroidary	The organization pursues excellence through the deliberate selection and execution of strategies and initiatives that maximize available resources.
6	Panchla	Zari Embroidary	The organization is focussing on the development of a comprehensive support structure towards the construction of a holistic approach.
7	Panchla	Zari Embroidary	The organization pursues excellence through the deliberate selection and execution of strategies and initiatives that maximize available resources.
8	Panchla	Zari Embroidary	The organization focuses on emphasizing on skill-building approach.
9	Panchla	Zari Embroidery	The organization focuses on implementing decent work indicators among their workers.
10	Bally-Jagacha	Jam, Jelly, Poustik Laddu	The organization offers valuable insights to the organization, emphasizing the importance of fostering a healthy, collaborative, and amicable team environment to enhance overall performance
11	Bally-Jagacha	Jam, Jelly, Poustik Laddu	The Organization utilises unconventional approaches to overcome power imbalances and information gaps work towards a shared objective and foster a culture of continuous learning and improvement
12	Bally-Jagacha	Jam, Jelly, Poustik Laddu	The organization's priorities and sustainability-related actions.
13	Amta-l	Optical Lens Grinding	Individual workers are shown to cultivate a 'commitment to sustainability' through the four-stage process of raising consciousness, taking initiative, becoming more well-rounded, and achieving excellence
14	Amta-l	Optical Lens Grinding	Workers are not very aware of sustainability, or decent work indicators.
15	Amta-l	Optical Lens Grinding	The organization focuses on implementing decent work indicators among its workers.



16	Bally-Jagacha	Jute Rope	The organization is reinforcing commitments to sustainability goals and steps towards transforming the mechanical organization into organic and learning organization.
17	Janbazar Leather Artisans Cluster	Leather Footwear	The organization's priorities and sustainability-related actions.
18	Janbazar Leather Artisans Cluster	Leather Footwear	The organization focuses on implementing decent work indicators among their workers.
19	Kolkata	Dal Milling	Focuses on Sustainable HRM.
20	Kolkata	Dal Milling	A lack of awareness is noticed in connection with the SDG concept and its application in the real world.
21	Kolkata	Dal Milling	The organization's priorities and sustainability-related actions.
22	Kolkata	Dal Milling	The organization is reinforcing commitments to sustainability goals and steps towards transforming the mechanical organization into organic and learning organization.

## Discussion

### ***Theoretical contributions***

The research confirms what the literature already knew: that informal ties (employer-employee) are common and that they are mostly the product of leaders' distinctive approaches to management. They are deemed crucial in establishing procedures and practises that drive the new sustainability-oriented business strategy (Trienekens & Zuurbier, 2008). The findings highlight the critical role performed by informal MSME leaders who employ a variety of people management strategies to exercise authority over and steer business operations in accordance with established goals. The interaction of job demands and job resources played a moderating role in the connection between employee engagement (EE) and employee performance (EP) (Nkansah *et al.*, 2023). There is a significant positive relationship between employee engagement and employee commitment. Employees of private organizations have a higher level of employee engagement and organizational commitment than employees in public organizations, and long-tenured and short-tenured employees did not differ in commitment (Agyemang, 2013). A noteworthy finding is the presence of a significant, inverse relationship between job stress and job performance, indicating that heightened job stress leads to a substantial decrease in an individual's performance. These results offer valuable insights to the organization, emphasizing the importance of fostering a healthy, collaborative, and amicable team environment to enhance overall performance (Ahmed & Ramzan, 2013).

This research suggests a theoretical framework for understanding how employee interactions and human resource management (HRM) influence MSME enterprises' dedication to sustainability.

Individual workers and MSME businesses are shown to cultivate 'commitment to sustainability' through the four-stage process of raising consciousness, taking initiative, becoming more well-rounded, and achieving excellence. Leadership functions as a form of omnipresent, although imperceptible, medium in this process of inspiring dedication to sustainability.

### **Managerial Implications**

Companies can use this framework as a check list to evaluate where they are now and what steps need to be made to get them where they want to be in terms of sustainability. Business processes may be evaluated for their compatibility with the company's sustainability goals, and staff can be trained to achieve the goals and further reinforce sustainability by providing incentives and training programmes that nurture the essential skills.

### **Limitations**

Although this work has contributed to both theory and practise, it does have several shortcomings that should be considered. The choice of a qualitative form of inquiry, which is sometimes criticised for being 'impressionistic and subjective', may be a weakness in the research strategy (Bryman, 2004). There have been many attempts to reduce this subjectivity by minimising the individual bias of researchers.

### **Conclusion**

The research findings suggest that HRM practises highlighted by an informality of leadership towards employees are vital to the formation of a company's dedication to sustainability. There has been progress in the sample companies' capacity to integrate HRM and employee relations in order to achieve sustainable goals. It is innovative and counterintuitive to utilise unconventional approaches to overcome power imbalances and information gaps and work towards a shared objective and foster a culture of continuous learning and improvement. When it comes to guiding SMEs, the awareness, action, comprehensiveness, and excellence framework is a top pick (MSME). Finally, this study fills a knowledge vacuum by investigating the interplay between MSMEs' employee interactions and their sustainability efforts (MSME). Second, by illuminating the perspectives of MSMEs on business and sustainability, the study contributes to the development of policy and practise focusing on Agenda 8 as enumerated in the SDG framework.

### **Acknowledgment:**

The authors are thankful to the institutional authority for completion of the work.

### **Conflict of Interest:**

The authors declare that they have no conflict of interests.

### **References:**

Agyemang, C. B., & Ofei, S. B. (2013). Employee work engagement and organizational *couropean* commitment: A comparative study of private and public sector organizations in Ghana. *E Journal of Business and Innovation Research*, 1(4), 20-33.

Amui, L. B. L., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., & Kannan, D. (2017). Sustainability as a dynamic organizational capability: a systematic review and a future agenda toward a sustainable transition. *Journal of Cleaner Production*, 142, 308-322. <https://doi.org/10.1016/j.jclepro.2016.07.103>

Ahmed, A., & Ramzan, M. (2013). Effects of job stress on employees job performance a study on banking sector of Pakistan. *IOSR Journal of Business and Management*, 11(6), 61-68.

Aldrich, H. E., & Von Glinow, M. A. (1992). Business start-ups: the HRM imperative. *International Perspectives on Entrepreneurial Research*, 233-253.

Bryman, A. (2004). *Social Research Methods*. Oxford university press.

Batra, S., Sharma, S., Dixit, M. R., & Vohra, N. (2018). Does strategic planning determine innovation in organizations? A study of Indian SME sector. *Australian Journal of Management*, 43(3), 493-513. <https://doi.org/10.1177/0312896217734893>

Bartram, T. (2005). Small firms, big ideas: The adoption of human resource management in Australian small firms. *Asia Pacific Journal of Human Resources*, 43(1), 137-154. <https://doi.org/10.1177/1038411105050311>

Blanco-Portela, N., Benayas, J., Pertierra, L. R., & Lozano, R. (2017). Towards the integration of sustainability in Higher Education Institutions: A review of drivers of and barriers to organisational change and their comparison against those found of companies. *Journal of Cleaner Production*, 166, 563-578. <https://doi.org/10.1016/j.jclepro.2017.07.252>

Ehnert, I., & Harry, W. (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. *Management Revue*, 221-238. <https://www.jstor.org/stable/41783719>

Hahn, T., & Figge, F. (2011). Beyond the bounded instrumentality in current corporate sustainability research: Toward an inclusive notion of profitability. *Journal of Business Ethics*, 104(3), 325-345. <https://doi.org/10.1007/s10551-011-0911-0>

Jansson, J., Nilsson, J., Modig, F., & Hed Vall, G. (2017). Commitment to sustainability in small and medium-sized enterprises: The influence of strategic orientations and management values. *Business Strategy and the Environment*, 26(1), 69-83. <https://doi.org/10.1002/bse.1901>

Linnenluecke, M. K., Russell, S. V., & Griffiths, A. (2009). Subcultures and sustainability practices: The impact on understanding corporate sustainability. *Business Strategy and the environment*, 18(7), 432-452.

Laszlo, C., & Zhexembayeva, N. (2017). *Embedded sustainability: The next big competitive advantage*. Routledge. [Ministry of Statistics and Program Implementation | Government Of India \(mospi.gov.in\)](https://www.mospi.gov.in)

Maheshwari, M., Samal, A., & Bhamoriya, V. (2020). Role of employee relations and HRM in driving commitment to sustainability in MSME firms. *International Journal of Productivity and Performance Management*, 69(8), 1743-1764. <https://doi.org/10.1108/IJPPM-12-2019-0599>

Nkansah, D., Gyimah, R., Sarpong, D. A. A., & Annan, J. K. (2023). Nexus Between Employee Engagement and Job Performance: A Study of MSMEs in Ghana During COVID-19: The Moderating Roles of Job Demand and Job Resources. *Jindal Journal of Business Research*, 22786821231188026. <https://doi.org/10.1177/22786821231188026>

Newberry, D. (2006). The role of small and medium-sized enterprises in the futures of emerging economies. *World Resource Institute*.

Pfeffer, J. (1998). Six dangerous myths about pay. *Harvard Business Review*, 76(3), 109-120.

Rousseau, D. (1995). *Psychological contracts in organizations: Understanding Written and Unwritten Agreements*. Sage publications.

Sen, K., & Salim, S. (2016). Micro, Small and Medium Enterprises in West Bengal-An Inter-District Analysis. *International Journal of Science and Research (IJSR)*, 5(2), 225-230. <https://ijsr.net/archive/v5i2/NOV161093.pdf>

Schrettle, S., Hinz, A., Scherrer-Rathje, M., & Friedli, T. (2014). Turning sustainability into action: Explaining firms' sustainability efforts and their impact on firm performance. *International Journal of Production Economics*, 147, 73-84. <https://doi.org/10.1016/j.ijpe.2013.02.030>

Trienekens, J., & Zuurbier, P. (2008). Quality and safety standards in the food industry, developments and challenges. *International Journal of Production Economics*, 113(1), 107-122. <https://doi.org/10.1016/j.ijpe.2007.02.050>