

ENHANCING ORGANIZATIONAL SUSTAINABILITY THROUGH GREEN HUMAN RESOURCE MANAGEMENT PRACTICES: A STRATEGIC APPROACH TO ENVIRONMENTAL STEWARDSHIP

Sudarwati^{1*}, Zakhyadi Ariffin², Lalu Agustino³

^{1,2} Universitas Lambung Mangkurat, Indonesia.

³ Universitas PGRI Kalimantan, Indonesia.

(nadaa.islamic@gmail.com)

ABSTRACT

This study focuses on how GHRM practices might affect organizational sustainability performance given some indicators. The present study has been designed to investigate the contribution of green recruitment and environmental training to the engagement of employees and, consequently, improved sustainability performance. Qualitative methods will be applied, including interviews and data collection from the sustainability reports of different organizations which implement GHRM. Findings indicate that green recruitment produces environmentally sensitive candidates who enhance the green commitment of the employees. Environmental training significantly enhances employee environmental awareness and competence, leading to improved environmental performance. Employee engagement in sustainability issues elicits more involvement in such matters and thus develops higher organizational citizenship behavior. Moreover, performance management that includes environmental performance metrics motivates employee eco-friendly behaviors; likewise, an organizational culture that supports sustainability fosters ongoing improvement in environmental behavior. However, the study again indicates limitations that could arise from the challenges of generalizing findings across specific industries. That which makes this study particularly unique is its strategic perspective on how GHRM practices can be integrated as part and parcel of general environmental management frameworks in order to make a difference in long-term sustainability outcomes. The importance of GHRM to align HR strategies with organizational environmental goals stresses its role for fostering sustainable organizational culture.

Keywords: Green Recruitment, Employee Engagement, Organizational Culture, Sustainability, Green Human Resource Management

1. INTRODUCTION

The increasing importance of sustainability in modern organizations is underscored by the need for strategic leadership and employee engagement in sustainable practices. Research indicates that sustainable leadership is essential for fostering a culture of sustainability within organizations, as it aligns individual actions with broader organizational goals (Tripathi *et al.*, 2020; Radulović, 2023). Moreover, the integration of sustainability into organizational frameworks is increasingly recognized as a critical factor for long-term success, particularly in light of rising environmental concerns and regulatory pressures (Haidar, 2021; Gu and Liu, 2022). Organizations are also encouraged to adopt innovative practices that enhance their sustainability performance, which can lead to improved competitiveness and market value (Saengchai, Mitprasat and Jernsittiparsert, 2019; Bilderback, 2023).

Furthermore, effective communication and creativity are vital in implementing sustainability initiatives, as they help navigate the complexities of modern business environments (Markaki and Chadjiapadelis, 2023; Atkočiūnienė, 2024). Ultimately, the commitment to sustainability not only addresses environmental challenges but also enhances organizational resilience and stakeholder trust (Ashraf *et al.*, 2021; Hasan, 2023).

Regulatory and societal pressures are significant drivers for the adoption of sustainable practices in organizations. At the institutional level, organizations face coercive pressures from regulations and societal expectations, compelling them to engage in environmentally sustainable behaviors (Norton *et al.*, 2015; Fu *et al.*, 2018). These pressures manifest through various means, including legislation, market demands, and consumer preferences, which collectively influence organizational attitudes towards sustainability (Poškus, Jovarauskaitė and Balundė, 2021). Moreover, the increasing emphasis on corporate social responsibility (CSR) reflects societal demands for ethical practices, further motivating organizations to adopt sustainable initiatives (Sajjad, Eweje and Tappin, 2015). The role of stakeholders, including consumers and NGOs, is crucial as they exert pressure on companies to align their operations with sustainable practices, particularly in industries sensitive to environmental concerns (Roman *et al.*, 2015; Sajjad, Eweje and Tappin, 2015). As a result, organizations are increasingly recognizing that sustainable practices not only fulfill regulatory requirements but also enhance their reputation and competitiveness in the market (Gopal and Thakkar, 2015).

Green Human Resource Management (GHRM) plays a pivotal role in promoting environmental sustainability within organizations by integrating eco-friendly practices into HR policies and procedures. GHRM encompasses various practices such as green recruitment, training, performance management, and employee engagement, all aimed at fostering a culture of sustainability (Faisal and Naushad, 2020; Jamal *et al.*, 2021, 2021). By aligning HR strategies with environmental goals, organizations can enhance employee commitment to sustainability initiatives, thereby improving overall organizational performance (Gilal *et al.*, 2019; DIN, 2023; AlKetbi, 2024). Moreover, GHRM practices facilitate the development of environmentally responsible behaviors among employees, which is crucial for achieving corporate sustainability objectives (Hameed *et al.*, 2020; Kosasih, 2024). Research indicates that organizations implementing GHRM not only witness improved environmental performance but also benefit from enhanced employee morale and job satisfaction, creating a positive feedback loop that further encourages sustainable practices (Hameed *et al.*, 2021; Cheng *et al.*, 2023). Ultimately, GHRM serves as a strategic tool that empowers organizations to meet regulatory requirements and societal expectations while fostering a sustainable organizational culture (Pham, Hoang and Phan, 2019).

The strategic role of Human Resources (HR) in supporting organizational sustainability goals is increasingly recognized as essential for fostering a culture of sustainability within organizations. HR

practices, particularly those aligned with Green Human Resource Management (GHRM), are pivotal in integrating sustainability into the core operations of an organization (Renwick, Redman and Maguire, 2012; Jerónimo *et al.*, 2020). By embedding sustainability into recruitment, training, performance management, and employee engagement, HR can cultivate an environmentally conscious workforce that actively contributes to sustainability objectives (Ybema, Vuuren and Dam, 2017; Malarvizhi, 2024). Moreover, HR's involvement in developing sustainable employability practices enhances employee motivation and retention, which are crucial for long-term sustainability (Nakra and Kashyap, 2023). The establishment of sustainability as a core organizational value, facilitated by HR, not only aligns employee behaviors with sustainability goals but also enhances overall organizational performance (Bombiak, 2020). Additionally, HR can play a critical role in measuring and reporting on sustainability initiatives, thereby ensuring accountability and continuous improvement in sustainability practices (Ehnert *et al.*, 2015). Ultimately, HR serves as a strategic partner in driving organizational sustainability, aligning human capital strategies with broader environmental and social goals (Aslanertik and Çolak, 2021; Bahuguna, Srivastava and Tiwari, 2022).

Green Human Resource Management (GHRM) significantly impacts organizational sustainability by aligning HR practices with environmental goals. GHRM practices, such as green recruitment, training, and performance management, foster a culture of sustainability within organizations, encouraging employees to engage in eco-friendly behaviors (Renwick, Redman and Maguire, 2012; Rubel, Kee and Rimi, 2021). Research indicates that when top management supports GHRM, it enhances environmental performance by nurturing competencies that promote sustainability at the employee level (Rubel, Kee and Rimi, 2021; Lu *et al.*, 2022). Moreover, GHRM facilitates the development of organizational citizenship behaviors (OCBs) related to environmental initiatives, which further strengthens the link between GHRM practices and organizational sustainability (Ziyadeh, Othman and Zaid, 2023). By integrating corporate social responsibility (CSR) with GHRM, organizations can create a more profound impact on sustainability outcomes, as employees become more committed to environmental goals (Malik *et al.*, 2020; Ziyadeh, Othman and Zaid, 2023). Additionally, GHRM has been shown to improve organizational competitiveness and employee well-being, contributing to overall sustainable development performance (Chaudhary, 2019; ZHANG, 2023). As organizations increasingly recognize the importance of sustainability, GHRM emerges as a critical strategic tool for achieving long-term environmental objectives (Zhao, 2023; Farag, 2024).

The strategic role of Human Resources (HR) in supporting organizational sustainability efforts is multifaceted and critical for integrating sustainability into the core business strategy. HR is responsible for developing and implementing policies that promote sustainable practices across the organization, thereby fostering a culture of sustainability Stahl *et al.* (Stahl *et al.*, 2020). This includes recruiting and retaining employees who are committed to sustainability goals, providing training that emphasizes environmental awareness, and aligning performance management systems with

sustainability objectives (Nakra and Kashyap, 2023). Moreover, HR can facilitate cross-functional collaboration by engaging employees at all levels in sustainability initiatives, which enhances organizational commitment to sustainability (Liebowitz, 2010; Ekemezie, 2024). By leveraging HR metrics and analytics, organizations can measure the effectiveness of sustainability initiatives and make data-driven decisions to improve performance (Kaaria, 2024). Additionally, HR's role in corporate social responsibility (CSR) initiatives further emphasizes its strategic importance, as it helps organizations balance economic, social, and environmental considerations (Jang and Ardichvili, 2020). Ultimately, HR's strategic involvement in sustainability not only enhances organizational performance but also contributes to building a resilient and ethically responsible organization that meets the challenges of a rapidly changing global landscape (Liboni *et al.*, 2017).

2. LITERATURE REVIEW

2.1 Green Human Resource Management (GHRM):

Green Human Resource Management (GHRM) is a strategic approach to managing an organization's human resources that emphasizes environmental sustainability. It integrates sustainability principles into HR practices and policies to reduce environmental impact while enhancing employee well-being and organizational performance (Esen and Çalışkan, 2019; Hameed *et al.*, 2023).

Key concepts of GHRM include:

1. **Recruitment and Selection:** GHRM involves hiring individuals who are environmentally conscious and committed to sustainability, ensuring that new employees align with the organization's green goals (Chaudhary, 2018; Susanto, 2023).
2. **Training and Development:** Organizations implement training programs focused on environmental awareness and sustainable practices, equipping employees with the knowledge and skills necessary to contribute to sustainability initiatives (Zhang *et al.*, 2019; Hameed *et al.*, 2023).
3. **Performance Management:** GHRM incorporates environmental performance metrics into employee evaluations, promoting accountability and encouraging employees to engage in eco-friendly behaviors (Chaudhary, 2019; Wijaya, 2024).
4. **Employee Engagement:** GHRM fosters a culture of sustainability by involving employees in green initiatives and encouraging their participation in environmental programs, thereby enhancing their commitment to the organization's sustainability objectives (Mishra, 2017; Kamil, Rahman and Yusof, 2021).
5. **Organizational Culture:** GHRM aims to create a workplace culture that prioritizes sustainability, influencing employee behaviors and attitudes towards environmental stewardship (Aboramadan, Kundi and Becker, 2021; Elshaer *et al.*, 2021).

Overall, GHRM serves as a framework for organizations to align their human resource practices with environmental sustainability goals, ultimately contributing to improved organizational performance and a reduced ecological footprint (Cherian and Jacob, 2012; Song, Yu and Xu, 2020).

Green Human Resource Management (GHRM) encompasses several key practices aimed at promoting environmental sustainability within organizations. These practices include:

1. **Green Recruitment and Selection:** This practice focuses on attracting and selecting candidates who possess a strong commitment to environmental sustainability. Organizations design job descriptions that emphasize green roles and responsibilities, ensuring that new hires align with the organization's sustainability goals (Mishra, 2017; Yusoff *et al.*, 2018; Subyantoro *et al.*, 2022)Mishra (2017). By prioritizing candidates with a green mindset, companies can foster a workforce that is more aware of sustainable processes and practices (Mwita and Kinemo, 2018; Afzal *et al.*, 2023).
2. **Green Training and Development:** GHRM emphasizes the importance of training programs that educate employees about environmental issues and sustainable practices. This training equips employees with the necessary skills and knowledge to engage in eco-friendly behaviors and contribute to the organization's sustainability initiatives (Renwick, Redman and Maguire, 2012; Aboramadan, 2020; Aboramadan, Kundi and Becker, 2021). Continuous development in this area helps reinforce the organization's commitment to environmental stewardship.
3. **Employee Engagement in Environmental Initiatives:** GHRM encourages active participation of employees in sustainability efforts. This includes involving employees in decision-making processes related to environmental practices and initiatives, fostering a sense of ownership and responsibility towards sustainability (Boiral and Paillé, 2011; Albrecht *et al.*, 2021; Altassan, 2024). Engaged employees are more likely to contribute positively to the organization's environmental performance and advocate for green practices within their teams (Mwita and Kinemo, 2018; Amin, Zailani and Rahman, 2020).
4. **Green Performance Management:** This involves integrating environmental performance metrics into employee evaluations and reward systems. Organizations assess employees based on their adherence to sustainability practices, thereby reinforcing the importance of environmental responsibility in their roles (Yusoff *et al.*, 2018; Aboramadan and Karatepe, 2021; Martins *et al.*, 2021).

Overall, GHRM practices are essential for cultivating a culture of sustainability within organizations, driving both employee engagement and organizational performance in environmental initiatives (Bombiak and Marciniuk-Kluska, 2018; Kuo *et al.*, 2022; PhD, 2023).

2.2 Organizational Sustainability

The concept of sustainability in management refers to the integration of environmental, social, and economic considerations into organizational practices to ensure long-term viability and

responsibility. It emphasizes the need for organizations to operate in a manner that meets present needs without compromising the ability of future generations to meet their own needs (Renwick, Redman and Maguire, 2012; Subramanian *et al.*, 2015). This holistic approach involves balancing profit-making with ecological stewardship and social equity, thereby fostering a sustainable business model. Key components of sustainability in management include:

1. **Environmental Responsibility:** Organizations are encouraged to minimize their ecological footprint through practices such as waste reduction, resource conservation, and pollution prevention (Grolleau, Mzoughi and Peković, 2012; Jamal *et al.*, 2021). This responsibility extends to the supply chain, where sustainable sourcing and production methods are prioritized.
2. **Social Equity:** Sustainability also encompasses social dimensions, including fair labor practices, community engagement, and stakeholder inclusivity. Companies are expected to contribute positively to the communities in which they operate, ensuring that their operations do not harm social structures (Adjei-Bamfo *et al.*, 2019; Pham and Paillé, 2019).
3. **Economic Viability:** Sustainable management practices must also be economically sound, ensuring that organizations remain profitable while pursuing their sustainability goals. This includes adopting innovative practices that enhance efficiency and reduce costs over time (Riekstin and Tereza C. M. B. Carvalho, 2013; Ababneh, 2021).
4. **Integration of Sustainability into HR Practices:** Human Resource Management (HRM) plays a crucial role in embedding sustainability into organizational culture. This includes green recruitment, training, and employee engagement initiatives that align workforce behaviors with sustainability objectives (Jerónimo *et al.*, 2020; Shahzad *et al.*, 2020).
5. **Long-term Strategic Planning:** Sustainability requires a forward-thinking approach, where organizations set long-term goals that align with sustainable development principles. This involves continuous assessment and adaptation of strategies to meet evolving sustainability challenges (Ehnert *et al.*, 2015; Gharibeh, 2019). In summary, sustainability in management is a comprehensive framework that guides organizations in making responsible decisions that benefit the environment, society, and the economy, ultimately leading to a sustainable future (Moktadir *et al.*, 2019; Singh *et al.*, 2020).

The relationship between Green Human Resource Management (GHRM) and organizational sustainability is increasingly recognized as a critical factor in achieving long-term environmental and social goals. GHRM practices, such as green recruitment, training, and performance management, directly contribute to enhancing an organization's sustainability performance by fostering environmentally responsible behaviors among employees (Palupiningtyas, 2023; Zhao, 2023).

GHRM promotes organizational citizenship behaviors (OCB) towards the environment, encouraging employees to engage in pro-environmental actions beyond their formal job roles (Putra,

2024). This engagement is facilitated by creating a supportive organizational culture that emphasizes sustainability, which in turn enhances employee satisfaction and retention (Ziyadeh, Othman and Zaid, 2023). Furthermore, GHRM practices are linked to improved organizational competitiveness and reputation, as companies that adopt sustainable practices are often viewed more favorably by stakeholders (Renwick, Redman and Maguire, 2012; ZHANG, 2023).

Research indicates that GHRM serves as a mediator in the relationship between corporate social responsibility (CSR) and organizational sustainability, highlighting the importance of integrating sustainability into HR practices to achieve broader organizational goals (Yusliza *et al.*, 2019; Ismail, Irani and Kertechian, 2021). Additionally, the implementation of GHRM is associated with enhanced environmental performance, as organizations that prioritize green HR practices are better equipped to meet sustainability challenges (Chaudhary, 2019; Niazi, 2024).

In summary, GHRM is a vital component of organizational sustainability, as it aligns human resource practices with environmental objectives, thereby fostering a culture of sustainability that benefits both the organization and its stakeholders (Burlea-Schiopoiu *et al.*, 2022).

2.2 Conclusion of the Literature Review

The existing literature on Green Human Resource Management (GHRM) reveals significant gaps, particularly concerning the strategic integration of GHRM into broader environmental management frameworks. While numerous studies have highlighted the importance of GHRM practices such as green recruitment, training, and employee engagement, there is a notable lack of research that examines how these practices can be systematically integrated into an organization's environmental management systems (Esen and Çalışkan, 2019; Obeidat, Abdalla, and Anas Abdel Karim Al Bakri, 2022; Kwerawarni, 2023).

Many studies focus on the individual components of GHRM and their direct impact on environmental performance, yet they often neglect the strategic alignment of these practices with comprehensive environmental management strategies (Jamal *et al.*, 2021; Shakir, 2023). For instance, while GHRM is recognized for enhancing employee awareness and engagement in sustainability initiatives, the mechanisms through which these practices contribute to overarching environmental management goals remain underexplored (Chaudhary, 2019; Aboramadan and Karatepe, 2021).

Furthermore, there is a need for empirical research that investigates the interplay between GHRM and established environmental management systems, particularly in diverse sectors such as banking, manufacturing, and services (Islam *et al.*, 2021; Sapna, Gupta and Kumar, 2021). This lack of integration may hinder organizations from fully realizing the potential benefits of GHRM in achieving sustainability objectives and improving overall environmental performance (Jerónimo *et al.*, 2020; Sapna, Gupta and Kumar, 2021).

In conclusion, future research should focus on developing frameworks that facilitate the strategic integration of GHRM into environmental management practices, thereby enhancing the effectiveness of sustainability initiatives across various organizational contexts (Jabbour, 2011; Ansari, Farrukh and Raza, 2020; Kwerawarni, 2023).

3. METHODOLOGY

3.1 Research Design

For a qualitative research design focusing on the implementation of Green Human Resource Management (GHRM) in various organizations, case studies serve as an effective method to explore the nuances and complexities of GHRM practices. This approach allows for an in-depth examination of how organizations integrate GHRM into their environmental management strategies, providing rich qualitative data that can inform best practices and theoretical frameworks.

1. **Qualitative Research Design:** This research will adopt a qualitative approach, utilizing semi-structured interviews and focus groups with HR managers and employees across different sectors. This method will facilitate the exploration of perceptions, experiences, and challenges related to GHRM implementation (Rubel, Kee and Rimi, 2021; Palupiningtyas, 2023).
2. **Use of Case Studies:** By selecting diverse organizations that have adopted GHRM practices, the research will analyze how these organizations align their HR strategies with environmental goals. Case studies will provide insights into the specific GHRM practices employed, such as green recruitment, training, and employee engagement initiatives (Renwick, Redman and Maguire, 2012; Putra, 2024).
3. **Exploring Strategic Integration:** The research will focus on how GHRM is strategically integrated into the broader environmental management framework of organizations. This includes examining the role of top management in supporting GHRM initiatives and the impact of these practices on organizational sustainability (Farrukh *et al.*, 2021; Ziyadeh, Othman and Zaid, 2023).
4. **Identifying Best Practices and Challenges:** Through case studies, the research aims to identify best practices in GHRM implementation and the challenges organizations face in aligning HRM with environmental management. This will contribute to a deeper understanding of the relationship between GHRM and organizational sustainability (ZHANG, 2023).
5. **Implications for Future Research:** The findings from this qualitative research can inform future studies on GHRM, emphasizing the need for a strategic approach that integrates HRM with environmental management practices (Ojo, Tan and Alias, 2020; Gomes, Sabino and Antunes, 2023). This will help bridge the existing gaps in literature regarding the strategic integration of GHRM into organizational sustainability efforts (Chaudhary, 2018; Pham and Paillé, 2019).

3.2 Sample

For the proposed research sample focusing on the implementation of Green Human Resource Management (GHRM) across various industries, the following characteristics and references can be considered: Sample Characteristics:

1. **Diversity of Industries:** The sample will include organizations from various sectors, such as manufacturing, hospitality, finance, technology, and retail, known for their commitment to sustainability initiatives.
2. **Environmental Initiatives:** Selected organizations should have established environmental management systems and demonstrated active engagement in sustainability efforts, such as reducing carbon footprints, implementing recycling programs, and promoting green practices among employees.
3. **Recognition and Awards:** Companies recognized for their sustainability efforts through awards or certifications (e.g., ISO 14001, LEED certification) will be prioritized to ensure that the sample reflects best practices in GHRM.
4. **Geographical Representation:** The sample may include organizations from different geographical regions to capture a wide range of sustainability practices and cultural influences on GHRM..

3.3 Data Collection

Semi-Structured Interviews: This method will involve conducting semi-structured interviews with key stakeholders, including HR managers, sustainability officers, and employees across the selected organizations. The semi-structured format allows for flexibility in questioning while ensuring that specific topics related to GHRM practices and organizational sustainability are covered. This approach facilitates in-depth discussions, enabling participants to share their insights, experiences, and perceptions regarding the implementation and impact of GHRM practices.

Additional Data Sources: To complement the qualitative data obtained from interviews, the research will also analyze company sustainability reports. These reports provide valuable insights into the organizations' sustainability initiatives, goals, and performance metrics. By examining these documents, the research can triangulate findings from interviews and assess how GHRM practices are documented and reported in relation to broader sustainability objectives.

3.4 Data Analysis

For the analysis of data collected through semi-structured interviews and sustainability reports, thematic analysis will be employed to identify key patterns and themes related to Green Human Resource Management (GHRM) practices and their impact on organizational sustainability. This qualitative analysis method is particularly suitable for exploring the complex relationships and insights derived from the data.

1. **Thematic Analysis Framework:** Thematic analysis involves several stages, including familiarization with the data, coding, theme development, and reviewing themes. This process will allow for the identification of recurring patterns and themes that emerge from the interviews and document analysis (Renwick, Redman and Maguire, 2012; Mukherji and Bhatnagar, 2022).
2. **Identification of Key Themes:** The analysis will focus on themes such as:
 - **Implementation of GHRM Practices:** Exploring how organizations implement GHRM practices, including green recruitment, training, and performance management, and their perceived effectiveness in promoting sustainability (Simaens and Koster, 2013; Aboramadan and Karatepe, 2021).
 - **Employee Engagement and Behavior:** Assessing how GHRM influences employee engagement in environmental initiatives and the resulting behaviors that contribute to organizational sustainability (Székely and Brocke, 2017).
 - **Integration with Environmental Management:** Investigating how GHRM practices are integrated into broader environmental management strategies and their impact on overall sustainability performance (Kaur and Lodhia, 2018; Fonseca and Carvalho, 2019).
3. **Use of Case Studies:** The case study approach will provide contextual insights into how different organizations implement GHRM and the outcomes they achieve. This will enable a comparative analysis of best practices and challenges faced by organizations across various industries (Yusliza *et al.*, 2019; ZHANG, 2023).
4. **Analysis of Sustainability Reports:** In addition to interview data, sustainability reports will be analyzed to triangulate findings and assess how GHRM practices are documented and reported in relation to organizational sustainability goals. This will involve content analysis to identify key indicators and commitments related to GHRM practices (Boiral and Henri, 2016; Azad *et al.*, 2022).
5. **Implications for Future Research:** The findings from the thematic analysis will contribute to the understanding of GHRM's role in organizational sustainability and highlight areas for future research, particularly in the strategic integration of GHRM into environmental management frameworks (Bombiak and Marciniuk-Kluska, 2018; Palupiningtyas, 2023).

4 RESULTS AND DISCUSSION

4.1 Result

The implementation of Green Human Resource Management (GHRM) practices, such as green recruitment and environmental training, has been found to significantly enhance employee engagement and improve environmental performance across various organizations. The key findings from the research are as follows:

1. **Green Recruitment:** Organizations that prioritize green recruitment practices attract candidates who are not only skilled but also possess a strong commitment to sustainability. This alignment between employee values and organizational goals fosters a more engaged workforce, leading to higher levels of participation in environmental initiatives.
2. **Environmental Training:** Comprehensive environmental training programs equip employees with the knowledge and skills necessary to engage in sustainable practices. Such training enhances employees' awareness of environmental issues and encourages proactive behaviors that contribute to the organization's sustainability objectives.
3. **Employee Engagement:** The study indicates that GHRM practices positively influence employee engagement levels. Employees who perceive their organization as committed to sustainability are more likely to participate in green initiatives, demonstrating increased organizational citizenship behaviors towards the environment.
4. **Improved Environmental Performance:** The integration of GHRM practices correlates with improved environmental performance metrics, such as reduced waste generation, lower carbon emissions, and enhanced resource efficiency. Organizations that implement GHRM effectively report better outcomes in their sustainability performance, aligning with their strategic environmental goals.
5. **Organizational Culture:** The findings suggest that GHRM contributes to the development of a sustainability-oriented organizational culture. This cultural shift encourages employees to adopt environmentally friendly practices both at work and in their personal lives, further amplifying the organization's overall environmental impact.

The analysis of the data collected from interviews and sustainability reports reveals several key findings regarding the impact of Green Human Resource Management (GHRM) practices on organizational sustainability indicators. The following table summarizes the main findings:

Table 1

GHRM Practice	Impact on Sustainability Indicators	References
Green Recruitment	Attracts environmentally conscious candidates, increasing workforce commitment to sustainability goals.	(Hastuti & Muafi, 2022; Malik et al., 2020)
Environmental Training	Enhances employee awareness and skills related to sustainability, leading to improved environmental performance.	(Astuti, 2023; Yusoff et al., 2018)
Employee Engagement	Encourages higher participation in sustainability initiatives, resulting in better organizational citizenship behaviors.	(Graczyk-Kucharska, 2023; Aboramadan, 2020)

GHRM Practice	Impact on Sustainability Indicators	References
Performance Management	Integrates environmental performance metrics into evaluations, motivating employees to adopt eco-friendly behaviors.	(Renwick et al., 2012; Hameed et al., 2020)
Organizational Culture	Cultivates a sustainability-oriented culture, promoting continuous improvement in environmental practices.	(Burlea-Schiopoiu et al., 2022; Anlesinya & Susomrith, 2020)
Sustainability Reporting	Enhances transparency and accountability in sustainability efforts, building stakeholder trust and engagement.	(Al-Swidi et al., 2021; Úbeda-García et al., 2021)

4.2 Discussion

The findings from this research highlight the significant role that Green Human Resource Management (GHRM) plays in enhancing organizational sustainability and employee engagement. The analysis reveals several key interpretations regarding how GHRM practices contribute to these outcomes.

1. **Enhancement of Employee Engagement:** The implementation of GHRM practices, such as green recruitment and environmental training, fosters a sense of purpose among employees. When organizations actively recruit individuals who are environmentally conscious and provide them with training on sustainability practices, employees feel more connected to the organization's sustainability goals. This connection leads to increased job satisfaction and higher levels of engagement in environmental initiatives (Palupiningtyas, 2023; Sidique, 2023). Encouraging active participation in GHRM initiatives not only contributes to sustainability efforts but also enhances job satisfaction and retention (Sidique, 2023).
2. **Improvement in Environmental Performance:** GHRM practices have a direct impact on organizational environmental performance. By integrating sustainability into HR processes, organizations can effectively promote environmentally responsible behaviors among employees. For instance, training programs that focus on sustainability equip employees with the knowledge and skills necessary to contribute to the organization's environmental objectives (Jerónimo *et al.*, 2020; Ziyadeh, Othman and Zaid, 2023). This is supported by findings from (Ziyadeh, Othman and Zaid, 2023), which indicate that GHRM practices significantly enhance organizational sustainability through improved employee behaviors (Ziyadeh, Othman and Zaid, 2023).
3. **Organizational Culture and Citizenship Behavior:** The research underscores the importance of cultivating a sustainability-oriented organizational culture through GHRM. When

organizations prioritize green practices, they encourage employees to adopt pro-environmental behaviors that extend beyond their formal job responsibilities. This phenomenon, known as organizational citizenship behavior (OCB), is crucial for fostering a collaborative environment where sustainability initiatives can thrive (Bahmani, Farmanesh and Khademolomoom, 2023; Gomes, Sabino and Antunes, 2023). GHRM practices not only influence in-role behaviors but also promote voluntary green behaviors among employees, enhancing overall organizational sustainability (Gomes, Sabino and Antunes, 2023).

4. **Strategic Integration with Environmental Management:** The findings suggest that GHRM should be strategically integrated into broader environmental management frameworks. Organizations that align their HR practices with environmental goals are better positioned to achieve sustainable outcomes. This integration allows for a cohesive approach to sustainability, where GHRM practices reinforce the organization's commitment to environmental stewardship (Bahuguna, Srivastava and Tiwari, 2022; Hameed *et al.*, 2023). The research indicates that organizations actively engaged in GHRM are more likely to report positive sustainability outcomes, as they create a supportive environment for green initiatives (Hameed *et al.*, 2023).
5. **Implications for Future Research:** The study identifies a need for further research on the strategic integration of GHRM into environmental management systems. While the current literature emphasizes the individual components of GHRM, there is a gap in understanding how these practices can be systematically aligned with organizational sustainability strategies (Frag, 2024; Niazi, 2024). Future studies should explore the mechanisms through which GHRM influences sustainability outcomes and the role of organizational culture in facilitating this relationship (Chaudhary, 2019; Niazi, 2024).

5 CONCLUSION

This research has demonstrated that Green Human Resource Management (GHRM) plays a significant role in achieving organizational sustainability. The implementation of GHRM practices, such as green recruitment and environmental training, has been shown to enhance employee engagement and improve environmental performance across various organizations.

The findings indicate that organizations that prioritize GHRM not only foster a culture of sustainability but also experience tangible benefits in their environmental outcomes, aligning with the broader goals of corporate social responsibility (CSR) (Chaudhary, 2019; Rubel, Kee and Rimi, 2021; Palupiningtyas, 2023).

Practical Implications For HR practitioners, the study offers several recommendations for implementing GHRM to support sustainability goals: **Integrate GHRM into Organizational Strategy:** HR departments should align GHRM practices with the organization's overall sustainability strategy,

ensuring that environmental considerations are embedded in all HR functions, including recruitment, training, and performance management (Ansari, Farrukh and Raza, 2020; Raza and Khan, 2022). Enhance Employee Engagement: Organizations should actively involve employees in sustainability initiatives, providing training and resources that empower them to contribute to environmental goals. This engagement can be fostered through recognition programs that reward sustainable practices (Tang *et al.*, 2017; Amini, 2024). Develop a Green Organizational Culture: HR practitioners should work to cultivate a culture that prioritizes sustainability, encouraging employees to adopt pro-environmental behaviors both at work and in their personal lives (Fachada *et al.*, 2022; Altassan, 2024). Measure and Report on Sustainability Outcomes: Organizations should establish metrics to evaluate the effectiveness of GHRM practices in achieving sustainability objectives. Regular reporting on these outcomes can enhance transparency and accountability, reinforcing the organization's commitment to sustainability (Chaudhary, 2019; Aboramadan, 2020)

Future research should focus on the following areas to further explore the integration of GHRM into environmental management: Industry Contexts: Investigating how GHRM practices are implemented across different industries will provide insights into sector-specific challenges and best practices in sustainability (Mensah, Afum and Sam, 2021; ZHANG, 2023). Geographic Regions: Research should also examine the application of GHRM in various geographic contexts to understand how cultural and regulatory differences influence sustainability practices (Bahuguna, Srivastava and Tiwari, 2022; Niazi, 2024). Longitudinal Studies: Conducting longitudinal studies will help assess the long-term impact of GHRM on organizational sustainability and employee engagement, providing a more comprehensive understanding of its effectiveness (Burlea-Schiopoiu *et al.*, 2022; Gomes, Sabino and Antunes, 2023).

In conclusion, GHRM is a critical component of organizational sustainability, and its strategic implementation can lead to significant improvements in environmental performance and employee engagement. By addressing the identified gaps in research and practice, organizations can better leverage GHRM to achieve their sustainability goals.

REFERENCES

- Ababneh, O.M.A. (2021) 'How Do Green HRM Practices Affect Employees' Green Behaviors? The Role of Employee Engagement and Personality Attributes', *Journal of Environmental Planning and Management*, 64(7), pp. 1204–1226. Available at: <https://doi.org/10.1080/09640568.2020.1814708>.
- Aboramadan, M. (2020) 'The Effect of Green HRM on Employee Green Behaviors in Higher Education: The Mediating Mechanism of Green Work Engagement', *International Journal of Organizational Analysis*, 30(1), pp. 7–23. Available at: <https://doi.org/10.1108/ijoa-05-2020-2190>.
- Aboramadan, M. and Karatepe, O.M. (2021) 'Green Human Resource Management, Perceived Green Organizational Support and Their Effects on Hotel Employees' Behavioral Outcomes', *International Journal of Contemporary Hospitality Management*, 33(10), pp. 3199–3222. Available at: <https://doi.org/10.1108/ijchm-12-2020-1440>.

- Aboramadan, M., Kundi, Y.M. and Becker, A. (2021) 'Green Human Resource Management in Nonprofit Organizations: Effects on Employee Green Behavior and the Role of Perceived Green Organizational Support', *Personnel Review*, 51(7), pp. 1788–1806. Available at: <https://doi.org/10.1108/pr-02-2021-0078>.
- Adjei-Bamfo, P. *et al.* (2019) 'Green Candidate Selection for Organizational Environmental Management', *International Journal of Manpower*, 41(7), pp. 1081–1096. Available at: <https://doi.org/10.1108/ijm-10-2019-0480>.
- Afzal, C. *et al.* (2023) 'Impact of Green Human Resource Management on Environmental Performance: The Mediating Role of Green Innovation and Environmental Strategy in Pakistan', *Review of Applied Management and Social Sciences*, 6(2), pp. 227–242. Available at: <https://doi.org/10.47067/ramss.v6i2.311>.
- Albrecht, S.L. *et al.* (2021) 'Pro-Environmental Employee Engagement: The Influence of Pro-Environmental Organizational, Job and Personal Resources', *Sustainability*, 14(1), p. 43. Available at: <https://doi.org/10.3390/su14010043>.
- AlKetbi, A. (2024) 'The Impact of Green Human Resource Management Practices on Employees, Clients, and Organizational Performance: A Literature Review', *Administrative Sciences*, 14(4), p. 78. Available at: <https://doi.org/10.3390/admsci14040078>.
- Altassan, M.A. (2024) 'Green Threads of Change: Unravelling the Gendered and Experienced Moderators in the Sustainable Symphony of Green HR Practices and Environmental Responsibility', *International Journal of Innovative Research and Scientific Studies*, 7(2), pp. 852–862. Available at: <https://doi.org/10.53894/ijirss.v7i2.2956>.
- Amin, I., Zailani, S. and Rahman, M.K. (2020) 'Predicting Employees' Engagement in Environmental Behaviours With Supply Chain Firms', *Management Research Review*, 44(6), pp. 825–848. Available at: <https://doi.org/10.1108/mrr-05-2020-0280>.
- Amini, M.Y. (2024) 'Exploring the Impact of Green Human Resource Management on Pro-Environmental Behaviors: A Study in Afghanistan's Industrial Sector', *International Journal of Research in Business and Social Science (2147-4478)*, 13(1), pp. 184–199. Available at: <https://doi.org/10.20525/ijrbs.v13i1.3088>.
- Ansari, N.Y., Farrukh, M. and Raza, A. (2020) 'Green Human Resource Management and Employees Pro-environmental Behaviours: Examining the Underlying Mechanism', *Corporate Social Responsibility and Environmental Management*, 28(1), pp. 229–238. Available at: <https://doi.org/10.1002/csr.2044>.
- Ashraf, M.A. *et al.* (2021) 'Impact of Management Control Systems on Sustainability of Agricultural Small and Medium Firms: Mediating Role of Corporate Social Responsibility (CSR) Practices', *Sustainable Business and Society in Emerging Economies*, 3(4), pp. 653–664. Available at: <https://doi.org/10.26710/sbsee.v3i4.2073>.
- Aslanertik, B.E. and Çolak, M. (2021) 'The Link Between Sustainability Reporting and the Core Characteristics of Sustainable Human Resource Management', *International Journal of Contemporary Management*, 57(4), pp. 15–24. Available at: <https://doi.org/10.2478/ijcm-2021-0010>.
- Atkočiūnienė, Z.O. (2024) 'The Role of Communication and Creativity in the Implementation of Sustainability and Sustainable Innovations', *Creativity Studies*, 17(1), pp. 223–243. Available at: <https://doi.org/10.3846/cs.2024.20599>.
- Azad, T.N.S. *et al.* (2022) 'Green Human Resource Management Practice in Bangladesh Readymade Garments Industries', *Journal of Social Science*, 3(3), pp. 582–589. Available at: <https://doi.org/10.46799/jss.v3i3.331>.
- Bahmani, S., Farmanesh, P. and Khademolomoom, A.H. (2023) 'Effects of Green Human Resource Management on Innovation Performance Through Green Innovation: Evidence From Northern Cyprus on Small Island Universities', *Sustainability*, 15(5), p. 4158. Available at: <https://doi.org/10.3390/su15054158>.
- Bahuguna, P.C., Srivastava, R. and Tiwari, S. (2022) 'Two-Decade Journey of Green Human Resource Management Research: A Bibliometric Analysis', *Benchmarking an International Journal*, 30(2), pp. 585–602. Available at: <https://doi.org/10.1108/bij-10-2021-0619>.

- Bilderback, S. (2023) 'Integrating Training for Organizational Sustainability: The Application of Sustainable Development Goals Globally', *European Journal of Training and Development*, 48(7/8), pp. 730–748. Available at: <https://doi.org/10.1108/ejtd-01-2023-0005>.
- Boiral, O. and Henri, J. (2016) 'Is Sustainability Performance Comparable? A Study of GRI Reports of Mining Organizations', *Business & Society*, 56(2), pp. 283–317. Available at: <https://doi.org/10.1177/0007650315576134>.
- Boiral, O. and Paillé, P. (2011) 'Organizational Citizenship Behaviour for the Environment: Measurement and Validation', *Journal of Business Ethics*, 109(4), pp. 431–445. Available at: <https://doi.org/10.1007/s10551-011-1138-9>.
- Bombiak, E. (2020) 'Advances in the Implementation of the Model of Sustainable Human Resource Management: Polish Companies' Experiences', *Journal of Entrepreneurship and Sustainability Issues*, 7(3), pp. 1667–1687. Available at: [https://doi.org/10.9770/jesi.2020.7.3\(16\)](https://doi.org/10.9770/jesi.2020.7.3(16)).
- Bombiak, E. and Marciniuk-Kluska, A. (2018) 'Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience', *Sustainability*, 10(6), p. 1739. Available at: <https://doi.org/10.3390/su10061739>.
- Burlea-Schiopoiu, A. et al. (2022) 'The Sustainability of the Tobacco Industry in the Framework of Green Human Resources Management', *Sustainability*, 14(9), p. 5671. Available at: <https://doi.org/10.3390/su14095671>.
- Chaudhary, R. (2018) 'Can Green Human Resource Management Attract Young Talent? An Empirical Analysis', *Evidence-Based HRM a Global Forum for Empirical Scholarship*, 6(3), pp. 305–319. Available at: <https://doi.org/10.1108/ebhrm-11-2017-0058>.
- Chaudhary, R. (2019) 'Green Human Resource Management and Job Pursuit Intention: Examining the Underlying Processes', *Corporate Social Responsibility and Environmental Management*, 26(4), pp. 929–937. Available at: <https://doi.org/10.1002/csr.1732>.
- Cheng, B. et al. (2023) 'Promoting Employee Career Growth: The Benefits of Sustainable Human Resource Management', *Asia Pacific Journal of Human Resources*, 62(1). Available at: <https://doi.org/10.1111/1744-7941.12371>.
- Cherian, J. and Jacob, J. (2012) 'A Study of Green HR Practices and Its Effective Implementation in the Organization: A Review', *International Journal of Business and Management*, 7(21). Available at: <https://doi.org/10.5539/ijbm.v7n21p25>.
- DIN, A.U. (2023) 'Role of Employee Commitment and Individual Value in Green HRM Practices and Sustainable Firm Performance'. Available at: <https://doi.org/10.1117/12.3004029>.
- Ehnert, I. et al. (2015) 'Reporting on Sustainability and HRM: A Comparative Study of Sustainability Reporting Practices by the World's Largest Companies', *The International Journal of Human Resource Management*, 27(1), pp. 88–108. Available at: <https://doi.org/10.1080/09585192.2015.1024157>.
- Ekemezie, I.O. (2024) 'The Role of HR in Environmental Sustainability Initiatives Within the Oil and Gas Sector', *World Journal of Advanced Engineering Technology and Sciences*, 11(1), pp. 345–364. Available at: <https://doi.org/10.30574/wjaets.2024.11.1.0059>.
- Elshaer, I.A. et al. (2021) 'The Effect of Green Human Resource Management on Environmental Performance in Small Tourism Enterprises: Mediating Role of Pro-Environmental Behaviors', *Sustainability*, 13(4), p. 1956. Available at: <https://doi.org/10.3390/su13041956>.
- Esen, E. and Çalışkan, A.Ö. (2019) 'Green Human Resource Management and Environmental Sustainability', *Pressademia*, 9(9), pp. 58–60. Available at: <https://doi.org/10.17261/pressademia.2019.1065>.
- Fachada, J. et al. (2022) 'Green Human Resource Management: A Bibliometric Analysis', *Administrative Sciences*, 12(3), p. 95. Available at: <https://doi.org/10.3390/admsci12030095>.
- Faisal, S. and Naushad, M. (2020) 'An Overview of Green HRM Practices Among SMEs in Saudi Arabia', *Journal of Entrepreneurship and Sustainability Issues*, 8(2), pp. 1228–1244. Available at: [https://doi.org/10.9770/jesi.2020.8.2\(73\)](https://doi.org/10.9770/jesi.2020.8.2(73)).
- Farag, H. (2024) 'Green Human Resource Management and Job Pursuit Intention: Role of Individual Green Values', *Future of Business Administration*, 3(1), pp. 29–50. Available at: <https://doi.org/10.33422/fba.v3i1.672>.

- Farrukh, M. *et al.* (2021) 'A Bibliometric Reflection on the History of Green Human Resource Management Research', *Management Research Review*, 45(6), pp. 781–800. Available at: <https://doi.org/10.1108/mrr-09-2020-0585>.
- Fonseca, L. and Carvalho, F. (2019) 'The Reporting of SDGs by Quality, Environmental, and Occupational Health and Safety-Certified Organizations', *Sustainability*, 11(20), p. 5797. Available at: <https://doi.org/10.3390/su11205797>.
- Fu, Y. *et al.* (2018) 'Factors Affecting Sustainable Process Technology Adoption: A Systematic Literature Review', *Journal of Cleaner Production*, 205, pp. 226–251. Available at: <https://doi.org/10.1016/j.jclepro.2018.08.268>.
- Gharibeh, M. (2019) 'The Impact of Green Human Resource Management Practices (GHRMP) on the Competitive Advantage of the Organization', *Journal of Social Sciences (Coes&rij-Jss)*, 8(4), pp. 630–640. Available at: <https://doi.org/10.25255/jss.2019.8.4.630.640>.
- Gilal, F.G. *et al.* (2019) 'Promoting Environmental Performance Through Green Human Resource Management Practices in Higher Education Institutions: A Moderated Mediation Model', *Corporate Social Responsibility and Environmental Management*, 26(6), pp. 1579–1590. Available at: <https://doi.org/10.1002/csr.1835>.
- Gomes, J., Sabino, A. and Antunes, V. (2023) 'The Effect of Green Human Resources Management Practices on Employees' Affective Commitment and Work Engagement: The Moderating Role of Employees' Biospheric Value', *Sustainability*, 15(3), p. 2190. Available at: <https://doi.org/10.3390/su15032190>.
- Gopal, P.R.C. and Thakkar, J.J. (2015) 'Sustainable Supply Chain Practices: An Empirical Investigation on Indian Automobile Industry', *Production Planning & Control*, 27(1), pp. 49–64. Available at: <https://doi.org/10.1080/09537287.2015.1060368>.
- Grolleau, G., Mzoughi, N. and Peković, S. (2012) 'Green Not (Only) for Profit: An Empirical Examination of the Effect of Environmental-Related Standards on Employees' Recruitment', *Resource and Energy Economics*, 34(1), pp. 74–92. Available at: <https://doi.org/10.1016/j.reseneeco.2011.10.002>.
- Gu, F. and Liu, J. (2022) 'Environmentally Specific Servant Leadership and Employee Workplace Green Behavior: Moderated Mediation Model of Green Role Modeling and Employees' Perceived CSR', *Sustainability*, 14(19), p. 11965. Available at: <https://doi.org/10.3390/su141911965>.
- Haidar, H.M. (2021) 'Historical Perspectives and the Emergence of the Sustainability Concept in Organizations', *Open Journal of Business and Management*, 09(05), pp. 2277–2298. Available at: <https://doi.org/10.4236/ojbm.2021.95123>.
- Hameed, R. *et al.* (2023) 'Green Human Resource Management and Environmental Knowledge: A Moderated Mediation Model to Endorse Green CSR', *Frontiers in Environmental Science*, 11. Available at: <https://doi.org/10.3389/fenvs.2023.1136957>.
- Hameed, Z. *et al.* (2020) 'Do Green HRM Practices Influence Employees' Environmental Performance?', *International Journal of Manpower*, 41(7), pp. 1061–1079. Available at: <https://doi.org/10.1108/ijm-08-2019-0407>.
- Hameed, Z. *et al.* (2021) 'How GHRM Is Related to Green Creativity? A Moderated Mediation Model of Green Transformational Leadership and Green Perceived Organizational Support', *International Journal of Manpower*, 43(3), pp. 595–613. Available at: <https://doi.org/10.1108/ijm-05-2020-0244>.
- Hasan, Z. (2023) 'Sustainability Leadership and Ethical Perspectives', *Business and Management Research*, 13(1), p. 9. Available at: <https://doi.org/10.5430/bmr.v13n1p9>.
- Islam, A. *et al.* (2021) 'Moderating Role of Psychological Empowerment on the Relationship Between Green HRM Practices and Millennial Employee Retention in the Hotel Industry of Bangladesh', *Business Strategy & Development*, 5(1), pp. 17–29. Available at: <https://doi.org/10.1002/bsd2.180>.
- Ismail, H., Irani, M.E. and Kertechian, K.S. (2021) 'Green HRM and Nongreen Outcomes: The Mediating Role of Visionary Leadership in Asia', *International Journal of Manpower*, 43(3), pp. 660–681. Available at: <https://doi.org/10.1108/ijm-04-2020-0162>.
- Jabbour, C.J.C. (2011) 'How Green Are HRM Practices, Organizational Culture, Learning and Teamwork? A Brazilian Study', *Industrial and Commercial Training*, 43(2), pp. 98–105. Available at: <https://doi.org/10.1108/00197851111108926>.

- Jamal, T. *et al.* (2021) 'Perceived Green Human Resource Management Practices and Corporate Sustainability: Multigroup Analysis and Major Industries Perspectives', *Sustainability*, 13(6), p. 3045. Available at: <https://doi.org/10.3390/su13063045>.
- Jang, S. and Ardichvili, A. (2020) 'The Role of HRD in CSR and Sustainability: A Content Analysis of Corporate Responsibility Reports', *European Journal of Training and Development*, 44(6/7), pp. 549–573. Available at: <https://doi.org/10.1108/ejtd-01-2020-0006>.
- Jerónimo, H.M. *et al.* (2020) 'Going Green and Sustainable: The Influence of Green HR Practices on the Organizational Rationale for Sustainability', *Journal of Business Research*, 112, pp. 413–421. Available at: <https://doi.org/10.1016/j.jbusres.2019.11.036>.
- Kaaria, A.G. (2024) 'Essential Human Resource Metrics and Analytics for Sustainable Work Environments: Literature Mapping and Conceptual Synthesis', *East African Journal of Business and Economics*, 7(1), pp. 241–262. Available at: <https://doi.org/10.37284/eajbe.7.1.1976>.
- Kamil, N.L.M., Rahman, N.H.A. and Yusof, M.H.M. (2021) 'Assessing Green Human Resource Management and Environmental Performance: Evidence From Government Linked-Company', *International Journal of Industrial Management*, 12(1), pp. 341–353. Available at: <https://doi.org/10.15282/ijim.12.1.2021.6707>.
- Kaur, A. and Lodhia, S. (2018) 'Stakeholder Engagement in Sustainability Accounting and Reporting', *Accounting Auditing & Accountability Journal*, 31(1), pp. 338–368. Available at: <https://doi.org/10.1108/aaaj-12-2014-1901>.
- Kosasih, K. (2024) 'The Role of Human Resource Management in Sustainable Development: A Systematic Literature Review', *Demand*, 1(2), pp. 61–74. Available at: <https://doi.org/10.62207/q4jya069>.
- Kuo, Y. *et al.* (2022) 'Impact of Green HRM Practices on Environmental Performance: The Mediating Role of Green Innovation', *Frontiers in Psychology*, 13. Available at: <https://doi.org/10.3389/fpsyg.2022.916723>.
- Kwerawarni, D.T. (2023) 'The Conceptual Model of Green Human Resource Management in Business Organization: A Literature Review', *International Journal of Multicultural and Multireligious Understanding*, 10(12), p. 452. Available at: <https://doi.org/10.18415/ijmmu.v10i12.5447>.
- Liboni, L.B. *et al.* (2017) 'Sustainability as a Dynamic Organizational Capability: A Systematic Review and a Future Agenda Toward a Sustainable Transition', *Journal of Cleaner Production*, 142, pp. 308–322. Available at: <https://doi.org/10.1016/j.jclepro.2016.07.103>.
- Liebowitz, J. (2010) 'The Role of HR in Achieving a Sustainability Culture', *Journal of Sustainable Development*, 3(4). Available at: <https://doi.org/10.5539/jsd.v3n4p50>.
- Lu, H. *et al.* (2022) 'Does Top Management Team Responsible Leadership Help Employees Go Green? The Role of Green Human Resource Management and Environmental Felt-responsibility', *Corporate Social Responsibility and Environmental Management*, 29(4), pp. 843–859. Available at: <https://doi.org/10.1002/csr.2239>.
- Malarvizhi, S. (2024) 'Reviewing the Landscape: A Literature-Based Exploration of Sustainable HR Practices and Key Performance Indicators (KPIs) in Green HRM for Assessing Organizational Sustainability', pp. 580–588. Available at: https://doi.org/10.2991/978-94-6463-374-0_49.
- Malik, S.Y. *et al.* (2020) 'Pathways Towards Sustainability in Organizations: Empirical Evidence on the Role of Green Human Resource Management Practices and Green Intellectual Capital', *Sustainability*, 12(8), p. 3228. Available at: <https://doi.org/10.3390/su12083228>.
- Markaki, E.N. and Chadjipadelis, T. (2023) 'The Modern Organizational Environment: Communication, Networking and New Technologies as Driving Forces for Sustainability, Progress & Strategic Alignment.', *International Conference on Business and Economics - Hellenic Open University*, 1(1). Available at: <https://doi.org/10.12681/icbe-hou.5316>.
- Martins, J.M. *et al.* (2021) 'Assessing the Impact of Green Hiring on Sustainable Performance: Mediating Role of Green Performance Management and Compensation', *International Journal of Environmental Research and Public Health*, 18(11), p. 5654. Available at: <https://doi.org/10.3390/ijerph18115654>.
- Mensah, A.O., Afum, E. and Sam, E.A. (2021) 'Does GHRM Spur Business Performance via Green Corporate Citizenship, Green Corporate Reputation and Environmental Performance?',

- Management of Environmental Quality an International Journal*, 32(4), pp. 681–699. Available at: <https://doi.org/10.1108/meq-01-2021-0004>.
- Mishra, P. (2017) ‘Green Human Resource Management’, *International Journal of Organizational Analysis*, 25(5), pp. 762–788. Available at: <https://doi.org/10.1108/ijoa-11-2016-1079>.
- Moktadir, Md.A. *et al.* (2019) ‘Antecedents for Greening the Workforce: Implications for Green Human Resource Management’, *International Journal of Manpower*, 41(7), pp. 1135–1153. Available at: <https://doi.org/10.1108/ijm-07-2019-0354>.
- Mukherji, A. and Bhatnagar, J. (2022) ‘Conceptualizing and Theorizing Green Human Resource Management: A Narrative Review’, *International Journal of Manpower*, 43(3), pp. 862–888. Available at: <https://doi.org/10.1108/ijm-06-2021-0376>.
- Mwita, K. and Kinemo, S.M. (2018) ‘The Role of Green Recruitment and Selection on Performance of Processing Industries in Tanzania: A Case of Tanzania Tobacco Processors Limited (TTPL)’, *International Journal of Human Resource Studies*, 8(4), p. 35. Available at: <https://doi.org/10.5296/ijhrs.v8i4.13356>.
- Nakra, N. and Kashyap, V. (2023) ‘Investigating the Link Between Socially-Responsible HRM and Organizational Sustainability Performance – An HRD Perspective’, *European Journal of Training and Development*, 48(7/8), pp. 687–704. Available at: <https://doi.org/10.1108/ejtd-02-2023-0019>.
- Niazi, A. (2024) ‘The Impact of GHRM Practices on Employee Workplace Outcomes And organizational Pride: A conservation of Resource Theory Perspective’, *Employee Relations*, 46(2), pp. 383–407. Available at: <https://doi.org/10.1108/er-05-2023-0249>.
- Norton, T.A. *et al.* (2015) ‘Employee Green Behavior’, *Organization & Environment*, 28(1), pp. 103–125. Available at: <https://doi.org/10.1177/1086026615575773>.
- Obeidat, S.M., Abdalla, S., and Anas Abdel Karim Al Bakri (2022) ‘Integrating Green Human Resource Management and Circular Economy to Enhance Sustainable Performance: An Empirical Study From the Qatari Service Sector’, *Employee Relations*, 45(2), pp. 535–563. Available at: <https://doi.org/10.1108/er-01-2022-0041>.
- Ojo, A.O., Tan, C.N. and Alias, M. (2020) ‘Linking Green HRM Practices to Environmental Performance Through Pro-Environment Behaviour in the Information Technology Sector’, *Social Responsibility Journal*, 18(1), pp. 1–18. Available at: <https://doi.org/10.1108/srj-12-2019-0403>.
- Palupiningtyas, D. (2023) ‘Green Human Resource Management: A Comprehensive Analysis of Practices, Impacts, and Future Directions’, *Ictmt*, 1(1), pp. 01–07. Available at: <https://doi.org/10.56910/ictmt.v1i1.6>.
- Pham, D.D.T. and Paillé, P. (2019) ‘Green Recruitment and Selection: An Insight Into Green Patterns’, *International Journal of Manpower*, 41(3), pp. 258–272. Available at: <https://doi.org/10.1108/ijm-05-2018-0155>.
- Pham, N.T., Hoang, H.T. and Phan, Q.P.T. (2019) ‘Green Human Resource Management: A Comprehensive Review and Future Research Agenda’, *International Journal of Manpower*, 41(7), pp. 845–878. Available at: <https://doi.org/10.1108/ijm-07-2019-0350>.
- PhD, A.A.M. (2023) ‘Green Recruitment and Selection and Organizational Agility of Multinational Oil and Gas Companies in Nigeria’, *strategicjournals.com*, 10(1). Available at: <https://doi.org/10.61426/sjbcm.v10i1.2541>.
- Poškus, M.S., Jovarauskaitė, L. and Balundė, A. (2021) ‘A Systematic Review of Drivers of Sustainable Wastewater Treatment Technology Adoption’, *Sustainability*, 13(15), p. 8584. Available at: <https://doi.org/10.3390/su13158584>.
- Putra, B.A. (2024) ‘Green Human Resource Management and Its Role in Driving Sustainable Organization’, *Ijebd (International Journal of Entrepreneurship and Business Development)*, 7(2), pp. 253–258. Available at: <https://doi.org/10.29138/ijebd.v7i2.2662>.
- Radulović, A. (2023) ‘Servant Leadership’s Role in Enabling Sustainability in Organizations: An Overview of Studies’, pp. 88–93. Available at: <https://doi.org/10.15308/finiz-2023-88-93>.
- Raza, S.A. and Khan, K.A. (2022) ‘Impact of Green Human Resource Practices on Hotel Environmental Performance: The Moderating Effect of Environmental Knowledge and Individual Green Values’, *International Journal of Contemporary Hospitality Management*, 34(6), pp. 2154–2175. Available at: <https://doi.org/10.1108/ijchm-05-2021-0553>.

- Renwick, D., Redman, T. and Maguire, S. (2012) ‘Green Human Resource Management: A Review and Research Agenda*’, *International Journal of Management Reviews*, 15(1), pp. 1–14. Available at: <https://doi.org/10.1111/j.1468-2370.2011.00328.x>.
- Riekstin, A.C. and Tereza C. M. B. Carvalho (2013) ‘Automated Refinement of Sustainability-Oriented Policies for a Sustainable Network Management’. Available at: <https://doi.org/10.1109/sustainit.2013.6685202>.
- Roman, T. *et al.* (2015) ‘Profile of Green Consumers in Romania in Light of Sustainability Challenges and Opportunities’, *Sustainability*, 7(6), pp. 6394–6411. Available at: <https://doi.org/10.3390/su7066394>.
- Rubel, M.R.B., Kee, D.M.H. and Rimi, N.N. (2021) ‘The Influence of Green HRM Practices on Green Service Behaviors: The Mediating Effect of Green Knowledge Sharing’, *Employee Relations*, 43(5), pp. 996–1015. Available at: <https://doi.org/10.1108/er-04-2020-0163>.
- Saengchai, S., Mitprasat, M. and Jermstittiparsert, K. (2019) ‘How the Adoption of Sustainable Technology Affects the Organizational Performance of SMEs in Thai Sports Industry’. Available at: <https://doi.org/10.14198/jhse.2019.14.proc5.36>.
- Sajjad, A., Eweje, G. and Tappin, D. (2015) ‘Sustainable Supply Chain Management: Motivators and Barriers’, *Business Strategy and the Environment*, 24(7), pp. 643–655. Available at: <https://doi.org/10.1002/bse.1898>.
- Sapna, Gupta, A. and Kumar, P. (2021) ‘Green Human Resource Management: 21st Century Tool for Achieving Sustainable Development’, *Journal of Management and Science*, 11(4), pp. 5–7. Available at: <https://doi.org/10.26524/jms.11.33>.
- Shahzad, M. *et al.* (2020) ‘Exploring the Influence of Knowledge Management Process on Corporate Sustainable Performance Through Green Innovation’, *Journal of Knowledge Management*, 24(9), pp. 2079–2106. Available at: <https://doi.org/10.1108/jkm-11-2019-0624>.
- Shakir, I.A. (2023) ‘Green Human Resource Management Practices: A Study on the Banking Sector of Pakistan’, *International Journal of Economics and Business Issues*, 2(2), pp. 22–32. Available at: <https://doi.org/10.59092/ijebi.vol2.iss2.33>.
- Sidique, N. (2023) ‘Sowing Seeds of Purpose: How Green HRM Practices Elevate Employee Experience’. Available at: <https://doi.org/10.21203/rs.3.rs-3381847/v1>.
- Simaens, A. and Koster, M. (2013) ‘Reporting on Sustainable Operations by Third Sector Organizations: A Signalling Approach’, *Public Management Review*, 15(7), pp. 1040–1062. Available at: <https://doi.org/10.1080/14719037.2012.757350>.
- Singh, S.K. *et al.* (2020) ‘Green Innovation and Environmental Performance: The Role of Green Transformational Leadership and Green Human Resource Management’, *Technological Forecasting and Social Change*, 150, p. 119762. Available at: <https://doi.org/10.1016/j.techfore.2019.119762>.
- Song, W., Yu, H. and Xu, H. (2020) ‘Effects of Green Human Resource Management and Managerial Environmental Concern on Green Innovation’, *European Journal of Innovation Management*, 24(3), pp. 951–967. Available at: <https://doi.org/10.1108/ejim-11-2019-0315>.
- Stahl, G.K. *et al.* (2020) ‘Enhancing the Role of Human Resource Management in Corporate Sustainability and Social Responsibility: A Multi-Stakeholder, Multidimensional Approach to HRM’, *Human Resource Management Review*, 30(3), p. 100708. Available at: <https://doi.org/10.1016/j.hrmr.2019.100708>.
- Subramanian, N. *et al.* (2015) ‘Green Competence Framework: Evidence From China’, *The International Journal of Human Resource Management*, 27(2), pp. 151–172. Available at: <https://doi.org/10.1080/09585192.2015.1047394>.
- Subyantoro, A. *et al.* (2022) ‘Effects of Green Human Resource Management on Participation of Farmer Group Members in Sleman Yogyakarta: Organizational Commitment as Mediation Variable’, *International Journal of Sustainable Development and Planning*, 17(08), pp. 2513–2521. Available at: <https://doi.org/10.18280/ijstdp.170819>.
- Susanto, A. (2023) ‘The Role of Green Human Resources Management (GHRM) on Job Satisfaction and Green Work Engagement (GWE): An Empirical Study on Manufacturing Industries’, *Journal of Economics Finance and Management Studies*, 06(03). Available at: <https://doi.org/10.47191/jefms/v6-i3-11>.

- Székely, N. and Brocke, J. v. (2017) 'What Can We Learn From Corporate Sustainability Reporting? Deriving Propositions for Research and Practice From Over 9,500 Corporate Sustainability Reports Published Between 1999 and 2015 Using Topic Modelling Technique', *Plos One*, 12(4), p. e0174807. Available at: <https://doi.org/10.1371/journal.pone.0174807>.
- Tang, G. *et al.* (2017) 'Green Human Resource Management Practices: Scale Development and Validity', *Asia Pacific Journal of Human Resources*, 56(1), pp. 31–55. Available at: <https://doi.org/10.1111/1744-7941.12147>.
- Tripathi, D. *et al.* (2020) 'Micro-Foundations for Sustainable Development: Leadership and Employee Performance', *International Journal of Organizational Analysis*, 28(1), pp. 92–108. Available at: <https://doi.org/10.1108/ijoa-01-2019-1622>.
- Wijaya, E.F.A. (2024) 'Research and Green Human Resource Management: A Bibliometric Analysis', *Multidisciplinary Reviews*, 7(5), p. 2024091. Available at: <https://doi.org/10.31893/multirev.2024091>.
- Ybema, J.F., Vuuren, T. v. and Dam, K. v. (2017) 'HR Practices for Enhancing Sustainable Employability: Implementation, Use, and Outcomes', *The International Journal of Human Resource Management*, 31(7), pp. 886–907. Available at: <https://doi.org/10.1080/09585192.2017.1387865>.
- Yusliza, M.Y. *et al.* (2019) 'Top Management Commitment, Corporate Social Responsibility and Green Human Resource Management', *Benchmarking an International Journal*, 26(6), pp. 2051–2078. Available at: <https://doi.org/10.1108/bij-09-2018-0283>.
- Yusoff, Y.M. *et al.* (2018) 'Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry', *Global Business Review*, 21(3), pp. 663–680. Available at: <https://doi.org/10.1177/0972150918779294>.
- ZHANG, X. (2023) 'Exploring the Relationship Between Green Human Resource Management (GHRM) and Organizational Sustainable Development Performance'. Available at: <https://doi.org/10.1117/12.3004951>.
- Zhang, Y. *et al.* (2019) 'How Green Human Resource Management Can Promote Green Employee Behavior in China: A Technology Acceptance Model Perspective', *Sustainability*, 11(19), p. 5408. Available at: <https://doi.org/10.3390/su11195408>.
- Zhao, F. (2023) 'Green Human Resource Management and Sustainable Development Performance: Organizational Ambidexterity and the Role of Responsible Leadership', *Asia Pacific Journal of Human Resources*, 62(1). Available at: <https://doi.org/10.1111/1744-7941.12391>.
- Ziyadeh, M., Othman, M. and Zaid, A.A. (2023) 'Effects of Green Human Resource Management on Organisational Sustainability: The Mediating Role of Corporate Social Responsibility and Organisational Citizenship Behaviour', *International Journal of Organizational Analysis*, 32(2), pp. 357–372. Available at: <https://doi.org/10.1108/ijoa-11-2022-3506>.