



Green Human Resource Management and Organizational Sustainability: A Systematic Literature Review of Emerging Trends, Determinants, and Implications

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ABSTRACT

Organizations must incorporate ecological values into their human resource management strategies due to the growing environmental crisis and the global commitment to sustainable development. In order to drive corporate sustainability performance holistically, green human resource management, or GHRM, has become a critical strategic imperative. Using a Systematic Literature Review (SLR) approach, this study attempts to map and synthesize the development trends, determinants, and results of GHRM implementation. For eighteen peer-reviewed journal articles published between 2020 and 2025, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines were strictly followed during the review process. According to the synthesis results, green hiring, environmental training, and environmentally-based performance reviews are examples of GHRM practices that consistently show a positive and significant impact on organizational sustainability. Internal elements like Organizational Green Culture (OGC) and Green Innovation (GI) played a major role in mediating this influence. The results demonstrated that GHRM is a successful strategic bridge that enhances social and environmental performance, boosts organizational competitiveness, and raises employee affective commitment and job satisfaction. A strong HRM system and support from Green Transformational Leadership are important antecedent factors that drive GHRM success. The majority of previous research uses cross-sectional designs and concentrates on Asian contexts. In order to more thoroughly confirm causal relationships and guarantee the generalizability of results, this gap emphasizes the necessity of future longitudinal research and cross-cultural or cross-industry comparative studies. All things considered, GHRM is a vital tool for contemporary businesses to strike a balance between financial success and environmental responsibility.

INTRODUCTION

In the year 2021, organizations all over the world are facing increasingly significant challenges to counteract the decline in environmental quality and social tension. Owing to the desires of stakeholders, more stringent regulations, and increasingly stringent competition, organizations must first recognize that the long-term way of life is linked to the implementation of practices that promote environmental and social responsibility. According to Memon et al. (2022), organizations worldwide are encouraged to integrate integration as the primary component of strategy due to global challenges that are increasingly rapid due to climate, diminishing resources, and social inequality (Memon et al., 2022). In this new paradigm, striking a balance between social and environmental responsibility and economic performance is now a competitive necessity rather than just an option (Altassan, 2024). The human element is still vital in converting sustainability goals into observable outcomes, even though technological advancements and modifications to working methods have drawn a lot of attention (Bimo & Sulistyaningsih, 2024). As a result, human resource management practices are now at the forefront of corporate sustainability agendas, and the field of Green Human Resource Management (GHRM) has emerged as a critical strategic imperative.

Green Human Resource Management (GHRM) can be defined as a set of policies, practices, and systems that encourage the sustainable use of resources within a company and encourage the development of environmentally conscious and responsible employees (Kuo, 2022). These practices encompass all stages of an employee's life, from environmentally friendly recruitment and selection processes to attract candidates with an understanding of environmental issues, training and development aimed at increasing environmental knowledge and awareness, performance management that prioritizes sustainable actions, and compensation systems that encourage long-term commitment to sustainability goals (Bimo & Sulistyaningsih, 2024). The primary goal of GHRM is to make a 'green' mindset part of the company culture, so that employees have the awareness, values, and skills necessary to implement sustainability concepts within the organization (Aggarwal et al., 2020).





There are more and more studies that consistently highlight the critical relationship between GHRM implementation and increased organizational productivity in various keberlanjutan aspects. The first study shows that GHRM practices have a positive and positive impact on organizational work. (Aggarwal et al., 2020) discuss the Triple Bottom Line (TBL) and its effects on the environment, society, and economy. According to (Abbas et al., 2023), GHRM has emerged as a crucial management tool that helps organizations achieve environmental goals, such as reducing waste and increasing energy efficiency, as well as addressing social issues, such as improving health and workplace productivity, and encouraging local community development. This solid, verifiable proof shows that GHRM can make a substantial contribution to organizational sustainability (Memon et al., 2022). There is a complex relationship between GHRM and sustainability outcomes. Rather, current research indicates that GHRM is most effective when it influences important internal business elements like work culture, innovation, and leadership style.

First, GHRM practices are important for creating an Organizational Green Culture (OGC), which helps influence how well an organization performs environmentally and socially (Aini et al., 2023). When green values are included in how employees work, GHRM helps teach and keep those environmentally friendly habits. Second, Green Innovation is key to reaching sustainability goals through GHRM (Alfadel & Nalband, 2025). Many studies show that GHRM has a positive impact on environmental performance, and this effect is often influenced by Green Innovation (Kuo, 2022). This means that GHRM works not just through rules but also by inspiring employees to come up with new and creative ideas that are good for the environment, such as in training, performance management, and employee engagement programs (Alfadel & Nalband, 2025). Also, the positive link between GHRM and environmental performance gets stronger when there is a high level of green innovation, showing that Green Innovation acts as a moderating factor (Altassan, 2024). Lastly, the way leaders behave, especially through Green Transformational Leadership (GTLR), is important. GHRM's approach is connected to environmental innovation, and this connection is supported by GTL (Ali et al., 2021). The study shows that GHRM should be supported by a leadership style that encourages and rewards creativity and environmental innovation to get the most out of its impact on environmental innovation (Ali et al., 2021).

Previous studies have mostly shown that sustainable human resource management (GHRM) affects sustainability by promoting innovation and shaping organizational culture. However, there is still a big need for more research that compares and tracks these effects across different cultures and industries (Memon et al., 2022). Some studies have found mixed results, with certain factors not clearly linked to GHRM, suggesting that things like organizational culture and leader support are not yet fully understood (Bimo & Sulistyaningsih, 2024)(Kuo, 2022). Because of this, research should move from simple models to more detailed ones, like mediation and moderation models, to better understand how GHRM, along with other influencing factors, impacts organizational outcomes (Khan et al., 2024). Also, how GHRM works with other green practices in high-risk, non-Western industries is not well studied, so future research should look into these areas in high-risk sectors or through comparisons between countries (Khan et al., 2024) (Altassan, 2024).

This study looks into an important issue by looking at how Green Human Resource Management (GHRM) and Green Innovation work together to affect Environmental Performance. It focuses on how Employee Green Behavior plays a role in connecting these factors, and how Organizational Green Culture can influence the strength of that connection. The study also looks at how GHRM practices, like hiring, environmental training, and performance evaluations, can encourage employees to take positive actions that help the environment. These actions then lead to innovation and better environmental results for the company. Additionally, the study checks if a strong green culture can make the link between GHRM and Green Innovation stronger, creating a cycle that supports long-term sustainability. By combining behavioral and strategic perspectives, this study provides a more comprehensive understanding of the pathways connecting human resource practices and innovation in driving corporate environmental sustainability.

LITERATURE REVIEW

Human resource management (HRM) has emerged as a key strategic role in supporting environmentally conscious businesses due to the growing global focus on sustainability (Abbas et al., 2023). In order to achieve corporate sustainability performance, green human resource management (GHRM), which is defined as a collection of HRM practices intended to encourage sustainable resource use and develop an environmentally conscious workforce, is now acknowledged as a crucial strategic imperative (Ali et al., 2021; Bimo & Sulistyaningsih, 2024; Sinaga et al., 2024). The idea that GHRM practices, such as green hiring, environmental training, and green performance management, have a favorable and substantial impact on organizational sustainability outcomes across the Triple Bottom Line (TBL) is consistently supported by a sizable body of research (Abbas et al., 2023). For example, studies in certain industries, like healthcare, confirm that GHRM is the primary factor influencing the adoption of green hospitals (Aini et al., 2023), and studies in the hotel sector confirm its effectiveness in improving social and environmental performance (Abbas et al., 2023).

However, the process by which GHRM accomplishes these better results is often intricate and mediated by important internal organizational elements. Green Innovation (GI) and Organizational Green Culture (OGC) are two important mediators. According to Zuhair Abbas et al. (2023), GHRM plays a crucial role in building a robust OGC, which in turn mediates the positive correlation between GHRM and social and environmental performance. Employee





pro-environmental behavior is normalized and maintained by this cultural embedding. Concurrently, several studies verify that GI is a major conduit for GHRM's beneficial impact on environmental performance (Altassan, 2024; Alfadel & Nalband, 2025). This emphasizes GHRM's role in not only enforcing policies but also actively encouraging and empowering staff to come up with creative, eco-friendly ideas. This process is frequently further enhanced by high levels of GI, which strengthens the GHRM-performance link (Altassan, 2024). Additionally, the consistency of the HRM System Strength and the subordinates' perception of the GHRM practices in place are critical to the micro-level success of GHRM in enhancing Job Satisfaction and Affective Commitment (Khan et al., 2024).

The effective implementation of GHRM is heavily contingent upon strong antecedent support, particularly from leadership. Green Transformational Leadership (GTL) plays a crucial mediating role, linking GHRM practices to increased Environmental Innovativeness (Ali et al., 2021). This suggests that GHRM's full potential is realized only when backed by leaders who actively encourage and reward environmental creativity. Despite the wealth of evidence, a significant research gap persists. The majority of empirical studies utilize cross-sectional designs, limiting the ability to establish strong causality and capture long-term dynamics (Aggarwal et al., 2020). More critically, the evidence is largely concentrated in the Asian context (e.g., Pakistan, India, Saudi Arabia), often in specific sectors like manufacturing or hospitality (Abbas et al., 2023). This raises questions regarding the generalizability of findings, as GHRM's implementation is highly contingent upon local cultural norms and values (Bimo & Sulistyaningsih, 2024). Therefore, future research must shift towards longitudinal studies and multi-country comparative analysis to rigorously test these relationships across diverse cultural and industrial settings, utilizing integrated mediated-moderation models to fully elucidate the simultaneous influence of GHRM and contingent factors on organizational outcomes (Khan et al., 2024).

METHOD

This study employed a Systematic Literature Review (SLR) method to provide a detailed and comprehensive overview of the current state of research on Green Human Resource Management (GHRM). The SLR method was chosen because it is a structured, repeatable, and clear process, enabling it to synthesize the existing empirical and conceptual literature and reduce misunderstandings among researchers. This procedure also closely adheres to the guidelines established by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. The primary objective of this SLR was to identify, evaluate, and synthesize key themes, determinants, outcomes, and contextual factors of GHRM practices as evidenced in selected peer-reviewed journal articles.

The primary analytical technique used was Thematic Analysis. Extracted findings were categorized into key themes to identify patterns, recurring relationships, such as GHRM's positive impact on Environmental Performance, and research gaps, such as the lack of longitudinal data and studies from non-Asian contexts. This qualitative synthesis approach was used to build a robust conceptual framework that summarizes the current state of GHRM research and suggests directions for future study. This comprehensive approach ensures that the analysis not only synthesizes results but also highlights the complex relationships and contextual contingencies inherent in GHRM implementation. This study adopted a Systematic Literature Review (SLR) approach to synthesize and evaluate existing research on Green Human Resource Management (GHRM). The purpose of using the SLR method was to ensure transparency, rigor, and reproducibility in identifying, screening, and analyzing relevant studies exploring GHRM practices, their determinants, and impacts on organizational sustainability. The review process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework to maintain methodological consistency and objectivity across the research.

Data Sources and Search Strategy

The SLR process involved a comprehensive search of five major academic databases: Scopus, Emerald Insight, Taylor & Francis, SpringerLink, and MDPI. These databases were selected because they contain high-quality journals in the fields of management, sustainability, and organizational studies. From the initial mapping document containing 50 journal articles, only 18 studies were identified that directly focused on GHRM. These studies explicitly addressed HR practices designed to promote environmental sustainability, such as green recruitment, green training, green performance appraisals, and green employee behaviors.

Data Extraction and Analysis

Each selected study was carefully reviewed and coded using a data extraction matrix to obtain relevant information, including:

- Author(s), year of publication, and country of study,
- Research objectives and theoretical framework,
- Methodology (quantitative, qualitative, or mixed methods),
- GHRM components examined (e.g., green recruitment, training, rewards), and
- Key findings, mediators, and sustainability implications.





Data analysis followed a thematic synthesis approach. The 18 studies were categorized into the following main themes:

- The relationship between GHRM and environmental or social sustainability (in Abbas et al., 2023; Faeni et al., 2025).
- The mediating role of green behavior and employee innovation (in Alfadel & Nalband, 2025; Kuo et al., 2022).
- The influence of leadership, culture, and motivation on GHRM effectiveness (research by Ali et al., 2021; Chreif & Farmanesh, 2022).

This thematic grouping allows for the identification of patterns and relationships between GHRM constructs and sustainability outcomes.

Quality Assessment and Validation

The Mixed Methods Appraisal Tool was used to assess the methodological quality of the empirical studies, ensuring that each study met minimum standards of reliability, validity, and sample adequacy. Conceptual studies were evaluated based on their theoretical rigor and contribution to the GHRM knowledge base. To enhance validity, triangulation was used by comparing findings across countries, sectors, and methodological approaches. This ensured that the synthesis represented a balanced perspective on GHRM development globally. The final corpus of 18 studies serves as a foundation for understanding how GHRM contributes to sustainable organizational performance, employee engagement, and environmental innovation, while also identifying gaps for future research, such as digital GHRM and cross-cultural comparative analysis. The 18 studies collectively represent a decade of research progress in Human Resource Management (HRM), spanning the period 2020 to 2025. Most of the studies originate from developing countries in Asia (Pakistan, India, Malaysia), highlighting the growing regional emphasis on integrating environmental sustainability into HRM systems.

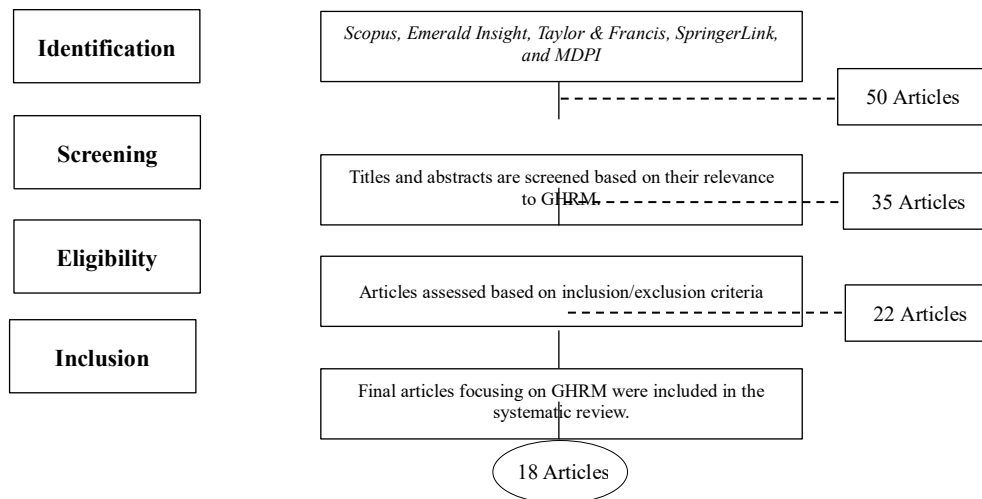


Fig 1. PRISMA Flowchart of the Systematic Literature Review Process

RESULT

The findings are obtained from a systematic synthesis of 18 journal articles that focus specifically on Green Human Resource Management (GHRM) between 2020 and 2025. The discussion is structured thematically to address how GHRM has evolved, the factors influencing its implementation, its impact on sustainability outcomes, and emerging theoretical and contextual insights.

Table 1. Summary of Green Human Resource Management (GHRM) Articles

No.	Author & Year	Sector / Country	GHRM Focus	Key Findings / Main Contribution
1	Abbas et al. (2023)	Hospitality – Pakistan	GHRM and environmental sustainability	GHRM practices significantly enhance environmental and social sustainability through organizational green culture (OGC) mediation.
2	Aggarwal et al. (2023)	Manufacturing – India	GHRM and sustainable performance	Green innovation mediates the relationship between GHRM and corporate performance.
3	Altassan (2024)	Industrial sector – Saudi Arabia	Green climate and innovation	Green organizational climate strengthens the influence of GHRM on environmental



4	Alfadel & Nalband (2025)	Mixed sectors – UAE	Green creativity & sustainable development	performance. Green creativity mediates the impact of GHRM on Sustainable Development Goals (SDGs).
5	Ali et al. (2021)	Corporate sector – Malaysia	Leadership and Environmental Innovation	Green transformational leadership mediates the relationship between GHRM and environmental innovativeness.
6	Budiani & Sopiah (2022)	Indonesia	Systematic review of GHRM	Identifies trends, challenges, and theoretical gaps in GHRM research.
7	Deniswara & Sopiah (2023)	Indonesia	Literature review	Provides a conceptual framework for integrating GHRM into organizational sustainability.
8	Chreif & Farmanesh (2022)	Service industry – Tunisia	Employee pro-environmental behavior	Employee pro-environmental behavior mediates the influence of GHRM on environmental performance.
9	Sinaga et al. (2024)	Tourism – Indonesia	GHRM and organizational support	Organizational factors and green literacy strengthen GHRM performance in the tourism sector.
10	Bimo & Sulistyaningsih (2024)	Education sector – Indonesia	GHRM Determinant Factors	Leadership and organizational culture are identified as primary drivers of GHRM.
11	Puspaningstiyas et al. (2025)	Aviation – Indonesia	Sustainable aviation	GHRM integration reduces carbon emissions and enhances sustainable behavior.
12	Bhattacharyya et al. (2024)	Service – Bangladesh	Green training and engagement	Green training enhances employee engagement and commitment to the environment.
13	Khan et al. (2021)	Manufacturing – Pakistan	Green Recruitment & Selection	Green recruitment promotes employee environmental responsibility.
14	Ali et al. (2022)	Corporate – India	Green Commitment and OCB	GHRM promotes Organizational Citizenship Behavior for the Environment (OCBE) through employee commitment.
15	Kuo et al. (2022)	Electronics – Taiwan	Green innovation	GHRM positively impacts green innovation and environmental performance.
16	Rana & Malik (2021)	Manufacturing – India	GHRM and environmental system	Integration of GHRM and Environmental Management Systems (EMS) increases organizational competitiveness.
17	Yu, et al. (2020)	Education – Pakistan	Green HRM Policy	Green HRM policies directly enhance employee environmental performance.
18	Yusof & Ahmad (2020)	Corporate – Malaysia	Sustainable HR Strategy	Sustainable HRM aligns human resources with environmental strategy.

DISCUSSION

Evolution and Conceptualization of GHRM

The literature shows that GHRM has evolved from an operational concept focused on individual HR functions such as green training and recruitment to a strategic organizational framework linking human capital to sustainability performance (Anna Budiani, 2022). GHRM is an extension of traditional human resource management that integrates environmental considerations into HR policies. These studies emphasize practices such as green recruitment, green training, and green performance appraisals as tools for cultivating environmentally responsible employees (Deniswara, 2023). Conversely, more recent studies position GHRM as a strategic driver of sustainable competitive advantage.

Determinants and Mediating Mechanisms of GHRM Effectiveness

Across the 18 studies, several determinants were consistently identified as crucial to the success of GHRM implementation. These determinants can be grouped into organizational, leadership, and individual factors (Table 2).

Table 2. Determining Factors for Effective GHRM Implementation

Determinant Factor	Description	Supporting Studies
Leadership Commitment	The extent to which top management supports and promotes eco-friendly initiatives.	Ali et al. (2021); Bimo & Sulistyaningsih (2024)
Organizational Culture	Values that emphasize environmental management and stewardship.	Chreif & Farmanesh (2022); Sinaga et al. (2024)
Employee Empowerment	Training and motivation programs that increase employee participation in eco-friendly initiatives.	Fakhira et al. (2024); Parveen et al. (2020)





Green Capacity	Innovation	The organization's ability to translate HRM into eco-innovation processes.	Aggarwal et al. (2023); Kuo et al. (2022)
Regulatory and Institutional Support	and	External pressure that drives organizations toward sustainability practices.	Altassan (2024); Abbas et al. (2023)
Digital Transformation	HR	The use of AI and digital tools to enhance green HR processes.	Faeni et al. (2025); Alfadel & Nalband (2025)

Leadership and Organizational Culture

Leader commitment is a key factor often cited as a benchmark for the success of GHRM. Green transformational leadership plays a crucial role in shaping employee attitudes and behaviors that are environmentally friendly and innovative (Ali et al., 2021). Leaders who demonstrate environmentally responsible behavior can inspire employees to voluntarily participate in green initiatives. A leadership vision aligned with sustainability goals helps implement GHRM policies effectively (Yu et al., 2020). Leadership not only drives policies from the top down but also helps shape a culture that integrates sustainability into daily HR practices (Bimo & Sulistyaningsih, 2024). Organizational culture also plays a supportive role. When environmental awareness is part of a company's values, employees tend to demonstrate higher levels of commitment and green citizenship behavior (Sinaga et al., 2024). Instilling this culture ensures that sustainability values are maintained, even when leadership changes (Chreif & Farmanesh, 2022).

Green Innovation and Employee Engagement

Green innovation serves as an intermediary variable linking GHRM practices to sustainability outcomes. When employees are trained in environmentally friendly skills and rewarded for innovative environmental ideas, organizations are more likely to adopt cleaner technologies and processes (Aggarwal et al., 2020). Furthermore, employee empowerment through training, participation, and incentive mechanisms has been shown to significantly improve green performance. Green training and engagement programs not only enhance environmental awareness but also foster emotional commitment to sustainability goals (Bhattacharyya et al., 2021). Employees with strong GHRM policies tend to exhibit higher levels of organizational citizenship behavior (OCB) toward environmental initiatives, indicating intrinsic motivation to act beyond formal job responsibilities.

Institutional and Technological Support

External institutional support, such as environmental regulations and government incentives, has also been identified as a key determinant. Institutional pressure motivates companies in Saudi Arabia to formalize green practices through GHRM, particularly when linked to innovation and compliance incentives (Altassan, 2024). In the aviation and service industries, digital HR platforms are increasingly being used to measure carbon footprint reduction, track green competencies, and automate green HR practices. This technology integration marks the beginning of a "digital-green HRM" era that increases efficiency and transparency in sustainability reporting (Alfadel & Nalband, 2025).

Organizational and Employee Outcomes of GHRM

The outcomes of GHRM implementation span multiple environmental, social, and organizational dimensions.

Environmental Performance

Most of the reviewed studies confirm a strong positive relationship between GHRM and environmental performance. Companies that implement comprehensive GHRM practices, particularly green recruitment, training, and performance appraisals, report higher environmental efficiency and reduced operational waste (Abbas et al., 2023). GHRM directly contributes to carbon emission reductions, particularly through employee-driven innovation and eco-efficiency campaigns (Puspaningtyas & Puspitaningtyas, 2025). This highlights that environmental impacts are not only structural (through policies) but also behavioral (through employee participation). The synergy between GHRM and green innovation strengthens this impact. Companies that combine HR initiatives with R&D investments in sustainable technologies achieve greater long-term environmental impact (Kuo, 2022).

Employee Behavior and Attitudes

Several studies highlight the psychological mechanisms that influence employee behavior through GHRM. Green HR policies increase employees' environmental commitment and citizenship behavior, especially when reinforced by training and recognition programs (Chreif & Farmanesh, 2022). When employees perceive GHRM policies as fair and consistent, they develop a sense of moral obligation to support the company's sustainability initiatives. This finding aligns with Social Exchange Theory (SET), where employees reciprocate organizational support by engaging in pro-environmental actions (Yusoff et al., 2020). Interestingly, employee engagement in green initiatives also increases job satisfaction and organizational loyalty. Thus, GHRM indirectly contributes to retention and productivity, strengthening its strategic relevance beyond environmental goals (Bhattacharyya et al., 2021).

Organizational Competitiveness and Reputation

The strategic implications of GHRM extend to organizational competitiveness. Organizations that integrate GHRM with Environmental Management Systems (EMS) outperform competitors on sustainability indices (Aggarwal et al., 2020). These companies not only achieve cost savings through efficiency but also gain a reputational advantage that attracts environmentally conscious customers and investors. Budiani & Sopiah (2022) highlight that in emerging



markets, GHRM acts as a differentiation strategy that strengthens brand image and corporate social responsibility (CSR) reputation (Anna Budiani, 2022). Companies with green creativity and embedded leadership structures experience increased innovation capabilities, further enhancing competitiveness in sustainability-driven markets (Alfadel & Nalband, 2025).

Theoretical Contributions and Framework Integration

The reviewed studies utilize diverse theoretical frameworks, reflecting the interdisciplinary nature of GHRM. GHRM operates through multi-level mechanisms: individual psychological motivations, organizational culture, and external institutional pressures. This convergence of perspectives supports a holistic model in which GHRM mediates the relationship between leadership, innovation, and sustainability outcomes (Figure 2).

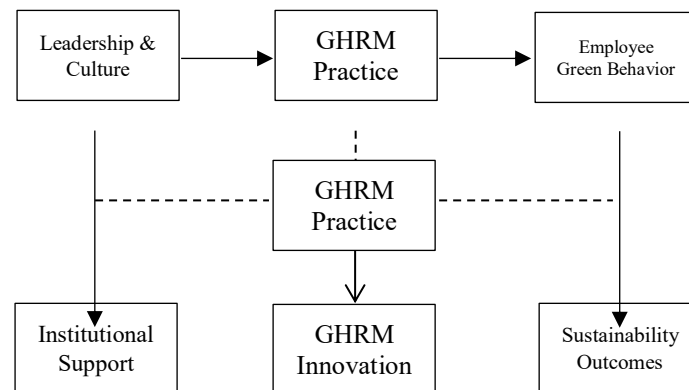


Fig 2. Conceptual Framework of GHRM Impact Pathways

Synthesis and Implications

The collective evidence confirms that GHRM is a strategic necessity for sustainable organizations. Its practices, encompassing recruitment, training, performance management, and reward systems, create an ecosystem that nurtures green values, innovation, and employee commitment. For practitioners, these findings underscore the need to integrate GHRM into corporate strategy through leadership engagement, cultural alignment, and digital empowerment. For academics, the identified gaps pave the way for refining theory and methodology, particularly by linking GHRM to emerging paradigms such as Green Digital Transformation and Environmental, Social, and Governance (ESG) performance.

CONCLUSION

This Systematic Literature Review concludes that Green Human Resource Management (GHRM) has emerged as a strategic and transformative approach that aligns human resource development with organizational sustainability goals. By systematically analyzing 18 peer-reviewed studies published between 2020 and 2025, this research provides a comprehensive understanding of how GHRM contributes to environmental, social, and economic performance through an integrated system of practices, culture, and leadership. The findings reveal that GHRM is no longer confined to isolated HR functions such as recruitment, training, or assessment, but rather represents a holistic management philosophy that embeds ecological awareness throughout the employee lifecycle.

Evidence across multiple studies confirms that leadership commitment, a supportive organizational culture, and employee empowerment are key drivers of effective GHRM implementation. These factors encourage employees to develop pro-environmental attitudes and behaviors, fostering innovation and sustainable practices within the organization. The mediating role of green innovation and employee green behaviors highlights the dynamic interaction between human-environmental systems in modern organizations. Research on GHRM remains concentrated in developing countries in Asia and largely uses cross-sectional methods, thus limiting generalizability and causal inference.

GHRM serves as a crucial bridge connecting human resource management with sustainable development. Organizations that embed green values into their HR strategies can develop an environmentally responsible workforce capable of driving innovation and resilience in an increasingly sustainability-oriented global economy. By fostering leadership, culture, and employee commitment, GHRM represents not only a managerial practice but also a long-term strategic imperative for achieving environmental alignment and organizational excellence.



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