

Green Human Resource Management Practices and Their Effect on Organizational Sustainability Outcomes

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Abstract- The growing environmental issues, pressure from interested parties, and regulatory requirements have pushed organizations to adopt sustainable business practices. In this understanding, Green Human Resource Management (GHRM) has become a strategic framework that includes environmental management principles in human resource policies and practices. This paper explores how GHRM can improve organizational sustainability outcomes, with particular reference to the ecological, economic, and social aspects of sustainability. Based on the available literature and other theoretical orientations, such as the Resource-Based View, Stakeholder Theory, and Social Exchange Theory, this study will examine the roles of green recruitment and selection, green training and development, green performance management, green rewards, and employee engagement in enhancing sustainable organizational performance. The results highlight the processes by which GHRM affects employees' green behaviours, organizational culture, and sustainability goals. Empirical studies have shown that organisations that followed extensive GHRM practices recorded better environmental performance, cost efficiency, management, and reputation. However, the implementation of GHRM faces several difficulties, including a lack of managerial commitment, resistance to change, and challenges in quantifying sustainability outcomes. The study is part of the growing body of research in sustainable human resource management because it offers comprehensive insight into the relationship between organizational sustainability performance and GHRM practices. The results present useful theoretical knowledge and practical implications for managers, HR experts, and policymakers aiming to integrate sustainability into organizational strategy.

Keywords: Green Human Resource Management, Organizational Sustainability, Sustainable Human Resource Practices, Employee Green Behavior, Environmental Performance

I. INTRODUCTION

1.1 background of the study

Over the past years, organizations worldwide have been faced with mounting pressure to respond to the issue of environmental degradation, climate change and scarcity of resources. The expectation has now shifted to firms not just to pursue short term profitability, but to engage actively in sustainable development by the governments, investors, customers and the society at large. Consequently, the concept of organizational sustainability has assumed a critical position as a strategic issue as opposed to being a voluntary or marginal issue. Organizations that are oriented towards sustainability strive to achieve a balance between the economic performance and the environment protection as well as social responsibility to achieve long term viability [14], [17].

Although technology innovation, regulatory compliance and operational efficiency are commonly considered as issues related to sustainability strategy, scholars are starting to acknowledge the importance of human resource in achieving sustainable results. Environmental policies are implemented mainly through employees who are the main agents of such policies and their attitude, skills and behavior will play a major role in determining the performance in terms of sustainability of organizations. This has resulted in the fact that Human Resource Management (HRM) has ceased being a conventional administrative role to a strategic process that can assist in achieving environmental and sustainability objectives [2], [23].

1.2 Sustainability and the Role of Human Resource Management

The organizational sustainability is often viewed in terms of the triple bottom line model, which includes the environmental, economic, and social aspects. Environmental sustainability entails minimizing adverse ecological effects like carbon emission, waste and overuse of resources. Economic sustainability is the survival of financial performance in the long term with the minimum risks and expenses on the environment. Social sustainability focuses on the welfare of the employees, ethical conduct and the society [10], [14].

HRM is central in all three dimensions as it influences the competencies of employees, motivation and their behavior. Sustainable HRM practices influence the employees towards taking green practices, enhancing efficiency in operations, and creating ethical and inclusive working environments. Previous researches indicate that companies that have sustainability-based HR systems record better environmental performance and increased reputation of the organization [17], [20]. This has led to the emergence of Green Human Resource Management (GHRM).

1.3 Emergence of Green Human Resource Management

Green Human Resource Management can be described as the incorporation of environmental management goals in HR practices and policies. It entails the creation and adoption of HR systems that encourage environmental responsible behavior among the employees and helps to achieve the sustainability strategy of the organization. Best practices are usually involved in green recruitment and selection, green training and development, green performance appraisal, green rewards and compensation, and employee engagement in environmental programs [6], [21].

The rise of GHRM is a change in approach to environmental management to active, in which sustainability is not just a mandatory reaction to external factors, but a cultural value embedded in the organization. The literature shows that GHRM promotes employee green behavior, increases their environmental commitment, and organizational

capacity to meet sustainability objectives [13], [19]. Besides, GHRM is much aligned with responsible leadership and ethical organizational values which strengthen the long-term sustainability performance [1], [17].

1.4 research problem

Although there has been an increasing interest in GHRM, the reality is that most of the organizations fail to effectively transform green HR policies in terms of measuring sustainability implications. Although previous researchers have focused on individual GHRM practices, there is still scanty integrative knowledge on the effect of practices on organizational sustainability in environmental, economic, and social levels. Moreover, there are inconsistencies in empirical evidence on the strength and the mechanism of the GHRM sustainability relationship, especially in various industries and institution associated circumstances [21], [23].

The other gap, which is very critical, is the knowledge of the behavioral and cultural mechanisms under which GHRM influences the sustainability. The potential mediators and moderators have been identified to include employee green behavior, organizational culture, leadership style, and perceived organizational support but their contribution is yet to be clearly defined theoretically and empirically [16], [19], [20]. It is necessary to address these gaps in order to come up with effective GHRM systems that yield tangible sustainability results.

1.5 research objectives

To address the defined gaps, the following objectives can be formulated in the current research article:

- To explore the concept and major dimensions of the Green Human Resource Management practices.
- To examine the correlation between the GHRM practices and the outcomes of organizational sustainability.
- To understand how GHRM moderates employee sustainability and green behavior.
- To generalize on the outcomes of GHRM in various contexts in organizations.

1.6 Significance of the Study

The proposed study is relevant to the existing body of literature in sustainable HRM as it also offers an amalgamated insight on GHRM practices and their effects on organizational sustainability outcomes. Theoretically, it expands the current sustainability and HRM models, bringing out the strategic position of human resources in environmental management. Practically, the findings provide useful insights to managers, human resource and policymakers aiming to design and put into practice effective GHRM systems and practices that increase environmental performance, employee engagement and long term organizational success [6], [17], [22].

II. LITERATURE REVIEW

2.1 Human Resource Management and Sustainability.

Inclusion of sustainability in Human Resource Management has attracted a lot of academic interests in the last two decades. Sustainable HRM is an extension in the traditional efficiency based HR practices as it involves the integration of long-term environmental, social and ethical concerns into workforce management. Based on the newest bibliometrics and systematic reviews, sustainable HRM has become a multidisciplinary area that relates HRM, environmental management and corporate social responsibility [2], [23].

The practices applied in human resources help to determine sustainability through the development of the competencies, values, and behaviors of the employees that are central in the application of the environmental strategies. Companies that harmonize the HR systems with the sustainability goals are in a better position to attain compliance with the environment, enhance operational effectiveness and ensure an enhancement in the stakeholder confidence [14], [17]. In addition, sustainable HRM has been associated with enhanced work-life balance, employee's well-being, and gender inclusivity, which are facilitated by green technologies and work flexibility [11].

2.2 Green Human Resource Management Concept and Evolution.

The Green Human Resource Management became a particular field of sustainable HRM with the emphasis on environmental sustainability. GHRM is defined as a kind of HR policy development and execution that will promote an efficient utilization of resources, minimization of environmental impact, and also and more importantly encourage employees to adopt eco-friendly behavior [6], [21]. The initial research had conceptualized the GHRM as the supporting side of the environmental management systems, unlike recent researches that have placed it as the strategic driver of organizational sustainability [13], [22].

The stricter regulatory pressure, stakeholder expectations, as well as corporate responsibility towards the environmental results, have contributed to the evolution of GHRM. The required social and environmental reporting has also promoted organizations to entrench environmental friendliness including HR based programs to promote transparency and credibility [4]. Consequently, GHRM has moved out of its symbolic undertaking to a more substantive and performance-focused activity within most organizations.

2.3 Green Human Resource Management Theoretical Foundations.

2.3.1 Resource-Based View (RBV)

According to the Resource-Based View, organizations can gain sustainable competitive advantage by creating valuable, rare, inimitable and non-substitutable resources. Human capital is a very vital strategic resource, especially where the employees have got green knowledge, skills as well as environmental awareness. The GHRM practices assist in building these capabilities by instilling sustainability in the recruitment, training and performance management systems [7], [15]. Companies that make green investments are more likely to enhance environmental performance and still be able to operate at high performance.

2.3.2 Stakeholder Theory

The stakeholder theory underlines the obligation of organizations to fulfill the interest of various stakeholders, such as employees, customers, the regulators, communities, and the natural environment. GHRM concurs with this school of thought by constructing environmental responsibility in terms of policies that are employee oriented. Research has shown that companies that embrace GHRM practices enjoy higher legitimacy and better relationships with stakeholders especially when the sustainability activities are viewed as natural as opposed to a mere formality [10], [25]. Open reporting and involvement of the workers also enhances trust to the stakeholders and credibility towards the environment [4].

2.3.3 Social Exchange Theory

In social exchange theory, positive attitudes and behaviors are explained by the reciprocity of the employee to the kind treatment by the organization. Employees will tend to adopt voluntary green behaviors beyond formal requirements of their jobs when organizations are willing to practice GHRM that help employees see environmental sustainability [1], [19]. Experimental studies indicate that perceived organizational support to green initiatives increases environmental commitment and lowers the counterproductive or non-green behavior [9], [20].

2.4 Green Human Resource Management Practices.

GHRM represents a complex of interrelated HR practices that are used to promote environmental responsibility. Green recruitment and selection aims at hiring applicants who have pro-environmental values and abilities [21]. Green training and development also increase employee awareness and skills towards energy conservation, reduction of waste and sustainable operation [13]. The green performance appraisal systems bring environmental considerations to employee performance appraisal, which strengthens environmental sustainability performance accountability [20].

There is also the implementation of green rewards and compensation schemes, which offer monetary or non-monetary rewards to those who act in an environmentally friendly manner, and green employee

engagement that motivates them to participate in sustainability programs and decision-making [6], [22]. All of these practices can help create a sustainability-driven organizational culture that promotes long-term environmental performance [3].

An organization needs to be sustainable, i.e. able to withstand the stresses of competitors, the global economy, and swift shifts in its environment.

2.5 Organizational Sustainability Outcomes.

Organizational sustainability deliverables are generally explored in the environmental, economic and social fronts. The result in terms of the environment is about the lower carbon emission, power consumption, the reduction of solid waste, and the enhancement of environmental laws [6], [14]. Economic results are connected to the saving of costs, the minimization of risk facilitated by economic freedom [26], but with sustainable practices, efficient work, and financial results of sustainable practices in the long term [10], [18]. Social outcomes include the welfare of employees, ethical performance, inclusivity and corporate image [11], [17].

Empirical investigations continue to show that GHRM practices have positive correlations with sustainability results. As an example, companies that have complete GHRM systems are more environmentally performing through employee green behavior mediated by green ambidexterity [13]. Likewise, the transformational and responsible leadership approaches enhance the efficiency of GHRM through promoting moral norms and green behavior at the team level [1], [16]. These results demonstrate the key position of HRM in converting sustainability strategies into organizational outputs that are measurable.

III. GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

Green Human Resource Management practices are formulated HR inter-actions, which focus on embedding environmental sustainability within the organizational process and employee conduct. These practices make certain that the sustainability objectives are incorporated in the employee lifecycle, recruitment, to performance assessment and rewards.

Earlier studies have pointed that GHRM practices are best if employed as a unified system and not as isolated undertakings [2], [21], [23].

3.1. Green Recruitment and Selection

Green recruitment and selection entail attracting and hiring of individuals with environmental sensitivity, pro-environmental values and competencies that are related to sustainability. Employer branding, job advertisements, and recruitment channels are becoming a common method of conveying environmental commitment in an organization to attract the attention of environmental conscious people [6], [22]. This will provide value congruence between the employees and organizational sustainability objectives.

Empirical data indicate that green recruitment has a positive impact on environmental commitment and green behaviour of employees as it identifies people who are intrinsically motivated to promote sustainability activities [13], [19]. In addition, a company that has green recruitment policies will have higher chances of producing a workforce that can adopt environmental strategies efficiently and, thus, the company will improve its long-term environmental performance [14].

3.2. Green training and development is the fourth element in the plan.

Green training and development are aimed at strengthening the knowledge, skills, and attitudes of the employees with the view to promoting sustainable operations. Among these programs are energy conservation training, waste management training, sustainability training on production activities and environmentally responsible decision making tasks [21]. The ongoing learning programs enhance the ability of the employees in recognizing risk and opportunities of the environment in their job.

As the studies show, green training has a great impact on green behavior of the employees and environmental performance, especially when it is supported by organizational culture and leadership [13], [16]. Also, technology-based training solutions and AI-mediated

learning technologies have been depicted to improve the performance of sustainable HRM by offering evidence-based data and customized learning experiences [12], [15].

3.3 Green Performance management and Appraisal.

Green performance management incorporates the environment objectives into performance appraisal systems through the performance appraisal system that measures the employees on the basis of their contribution towards the sustainability goals. This can involve quantifiable measures such as energy conservation, waste management, environmental practices or green programmes [20]. Making environmental standards part of performance assessment is the indication of strategic value of sustainability in the organization.

Research indicates that green performance appraisal systems strengthen responsibility and encourage employees to practice pro-environmental behaviour [20], [21]. Moreover, these appraisal systems alongside green knowledge and awareness can play a great role in organizational sustainability outcomes especially in the emerging economies where environmental policies are being reviewed [14].

The company recognizes and rewards employees based on their achievements, performance, and contributions to the organization.

3.4 Green Rewards and Compensation

The company rewards and bases its rewards on the achievements, performance, and contributions made by the employees towards the company. Green rewards and compensation plans are financial and non-financial rewards that are used to motivate employees to act in a manner that is environmentally responsible. These rewards can be in the form of bonuses, reward recognitions, career promotion, or symbolic rewards associated with sustainability performance [6], [22]. Recognition of green behavior strengthens the positive behavior and maintains long-term employee participation in environmental programs.

Empirical evidence suggests that voluntary green behavior is promoted by green reward systems and the relationship between GHRM practices and environmental performance is strengthened [13], [19]. Nevertheless, researchers warn that incentives should be seen as reasonable and valuable to prevent the greenwashing or superficial obedience [25]. Correlation of rewards to clear sustainability indicators is hence important in order to be effective.

3.5 Green Employee Involvement and Engagement.

One of the central components of GHRM is the employee involvement, which focuses on the participation in the environmental decision-making and sustainability programs. Organizations tend to form green teams, suggestion programs, and cross-functional committees to promote innovation in environmental practices by the employees [19], [22]. The participatory modes of this type lead to a sense of ownership, responsibility and collective sustainability outcomes.

According to the research, the relationship between GHRM and environmental performance according to employee involvement is that the involvement enhances environmental commitment and minimizes negative behaviors [9], [16]. Also, the perceived organizational support of the green initiatives improves employee motivation as it increases positive social exchange relations in the organization [19].

3.6 Green Workplace Practices and Organizational Culture

Paperless systems, environmentally friendly office designs, recycling campaigns, and environmentally friendly procurement policies are some of the initiatives of green workplace. These practices offer physical and symbolic expression of environmental commitment of the organization [3], [21]. Green workplace/programs help in building up the sustainability-focused organizational culture when backed by HR policies.

Corporate culture is very significant in measuring the effectiveness of the GHRM practices. The high environmental culture promotes the uniformity of the

green behavior at the organizational levels and boosts the performance of the environment [3]. Green norms and ethical governance are further reinforced by the leadership support and ethical governance to avert symbolic practice adoption of sustainability practices [1], [17].

Table 1. Summary of key Green Human Resource Management practices, their descriptions, expected sustainability impacts, and supporting references.

GHRM Practice	Description	Expected Sustainability Impact
Green Recruitment & Selection	Attracting and hiring environmentally conscious employees	Enhanced environmental commitment, improved green behavior
Green Training & Development	Training on energy conservation, waste reduction, and eco-friendly processes	Increased employee knowledge and voluntary green behavior
Green Performance Management	Incorporating environmental criteria into appraisals	Accountability, motivation for sustainable actions
Green Rewards & Compensation	Incentives for eco-friendly behavior	Reinforces green behavior, boosts engagement
Employee Involvement & Engagement	Participation in green initiatives	Ownership of sustainability practices, innovation

3.7 GHRM Practices Integrative Perspective.

The literature highlights that GHRM practices can work best as a system in line with organization strategy, leadership and culture. Isolation or fragmentation in the implementation can confine their effect on sustainability outcomes [2], [23]. A holistic GHRM approach has higher chances of long-term

enhancement in the environmental performance, employee engagement, and the corporate reputation of the organizations [6], [14].

IV. CONNECTION BETWEEN GREEN HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY RESULTS.

Green Human Resource Management is an important process by which organizations can convert the sustainability strategies to the measurable results. GHRM practices are core in enhancing the environmental, economic and social sustainability performance by influencing the attitudes, competencies and behaviors of employees. The literature available presents solid information on the positive association between GHRM and organizational sustainability performance, in addition to nature of underlying mechanisms and situational factors that influence association [6], [13], [21].

4.1 GHRM and Environmental Sustainability Results.

The most direct effects of GHRM practices are environmental sustainability outcomes. Such end results are minimized carbon emissions, enhanced energy savings, minimized wastes and increased compliance with the environment. GHRM has an impact on these results as it contributes to the creation of the green behavior of employees, which plays a critical role in the implementation of environmental policies at the operational level [21], [22].

Research findings indicate that green recruitment, training and performance management are important in improving environmental performance through environmental friendly work practices [13], [20]. In one instance, companies that incorporate green standards in performance appraisal and reward systems have high rates of energy saving behaviour and light environmental footprints [6]. Besides, GHRM has been found to be complementary to internal environmental management system and lean practices, which contributes more to environmental results [7], [8].

4.2 GHRM and Economic Sustainability Results.

In addition to environmental gains, GHRM also leads to economic sustainability through operational efficiency, cost reduction on the environment and long-term financial performance. HR practices based on sustainability can help companies maximize the use of resources, reduce the waste management expenses, and minimize non-compliance risks in terms of environmental matters [10], [14].

Transparency in their regulatory affairs and environmental responsibility they give a boost to their brand name and the faith of their stakeholders, ultimately leading to a steady financial future and a competitive edge, when companies commit to ethical practices. Coming from a higher level, supportive regulatory frameworks and economic freedom are known to dramatically affect the flow of investments and the success of businesses, and confirm the economic viability of those firms that operate within such systems, a phenomenon that Yacoubian and de Carvalho studied in 2025.

It has been shown that organizations that have well-developed GHRM systems can save costs by saving energy and making the processes more efficient [6], [21]. Moreover, the ethics and environmental responsibility increase corporate reputation and trust of the stakeholders, which in turn leads to competitive advantage by mitigating information asymmetry [27] and financial returns [10]. Economic sustainability is also reinforced by the fact that AI-based HR technologies allow making decisions and optimizing performance based on the data [15], [18].

4.3 GHRM and Social Sustainability Results.

Social sustainability results include employee welfare, involvement, ethical behaviour, inclusion and social good. GHRM practices lead to such effects in that a supportive and value-oriented work environment is promoted, where the company focuses on environmental responsibility and social accountability [11], [17].

According to empirical evidence, GHRM has the capability of improving employee engagement and

organizational commitment by aligning individual values with the organizational sustainability objectives [19]. Social sustainability is also enhanced through responsible leadership and supportive HR practice as they enhance trust, fairness and moral norms within organizations [1], [17]. Furthermore, sustainable HR also has been associated with better work-life balance and gender equity, especially when it comes to technology-heavy and post-pandemic work settings [11].

4.4 Mediating Role of Employee Green Behavior.

Green behavior of employees is commonly accepted as a prominent mediator between the GHRM and the sustainability outcomes. Green behavior comprises both those activities that are task based, including adherence to environmental processes, and those that are voluntary, including suggests a green innovation or protecting resources outside the official scope of work [5], [13].

It has been found that GHRM practices improve environmental awareness, motivation, and perceived organizational support of employees leading to green behavior [19], [21]. This change in behavior, in its turn, results in the enhancement of the environmental performance and operational performance. The success of this mediation can however be different according to organizational culture, type of leadership and peer processes such as coworker envy and social comparison [9].

4.5 Mediating variables that affect the relationship between GHRM and Sustainability.

Sustainability outcomes and GHRM relationship are moderated by a number of factors. The concept of leadership style is also very important as environmentally specific transformational leadership and responsible leadership enhance the effectiveness of GHRM in influencing green behavior and sustainability performance of employees [1], [16], [17]. This relationship is also mediated by organizational culture which influences shared values and norms which are concerned with environmental responsibility [3].

The effectiveness of GHRM practices is further affected by external factors, including the pressure of the regulations and obligatory disclosure of sustainability that promote accountability and transparency [4]. Also, innovation and digital change contribute to the increased scalability and measurability of GHRM efforts, which increases their contribution to sustainability performance [12], [22].

4.6 Generalization of Empirical Evidence.

As a whole, the literature is an excellent empirical evidence of the positive association between GHRM and organizational sustainability results. The GHRM practices in the industries and in geographic settings are always recorded to increase environmental performance, economic and social sustainability [6], [13], [14]. The scale of these effects is however determined by the extent of strategic alignment, leadership support and the engagement of the employees.

These results highlight the need to implement an integrated and holistic GHRM system that brings the HR policies in line with organizational sustainability goals. Through this, organizations would be able to use human capital as a strategic asset to attain sustainable development and long-term competitiveness.

Table 2: Summary of Empirical Evidence Linking GHRM and Sustainability Outcomes

GHRM Practices Examined	Sustainability Outcomes	Key Findings
Recruitment, training, green behavior	Environmental Performance	Employee green behavior mediates GHRM → Environmental performance
Green appraisal, rewards	Environmental & Social Outcomes	Green knowledge and behavior strengthen

		performance impact
Employee involvement, engagement	Environmental Performance	Perceived organizational support enhances green behavior
GHRM & energy saving behavior	Environmental Performance	Systematic review shows consistent positive relationships
Green training & CSR initiatives	Environmental & Social Sustainability	CSR-aligned GHRM reduces carbon emissions

Conceptual research design enables the research to extract findings of earlier empirical studies carried out in various industries, geographical settings, thus improving the external validity and theoretical strength of findings [14], [17].

5.2. The sources of data and the selection of literature are described in

Only peer-reviewed articles of journals, chapters of books, and high-quality academic publications of 2025 are used in the study. The literature chosen is based on the important themes including green human resource management, sustainable HRM, green behavior of employees, leadership, environmental performance, and sustainability of the organization. The sources that have been used in this research are a good collection of disciplines such as human resource management, business ethics, sustainability, accounting, hospitality, manufacturing, and information systems. This multi-disciplinary method enhances the analytic depth of the research, as well as provides a comprehensive look at GHRM and sustainability [8], [12], [18].



Fig. 1. Conceptual framework illustrating the impact of Green Human Resource Management practices on organizational sustainability outcomes mediated by employee green behavior and moderated by leadership and organizational culture

V. RESEARCH METHODOLOGY

5.1 Research Design

The research design under this study is conceptual and analytical in nature and it is founded on an extensive review and synthesis of scholarly literature under Green Human Resource Management and organizational sustainability. The increasing number of empirical studies in this field predetermines the suitability of literature-based approach to synthesizing fragmented evidence, discovering prevalent themes, and elaborating on a general organizational vision of how GHRM practices are related to sustainability results [2], [21], [23].

5.3. Green Human Resource Management Practices Conceptualization.

There are multi-dimensional conceptualizations of Green Human Resource Management in this study that include the following practices:

- Green selection and recruitment.
- Green training and development.
- Green performance appraisal and management.
- Green compensation and rewards.
- Green employee involvement and engagement.

Such dimensions are always mentioned in earlier empirical and systematic review literature as the central elements of GHRM [6], [13], [21]. They are combined to create a cohesive HR system that would encourage employees to act responsibly towards the environment and behave in a sustainable way.

5.4. Measurement of Organizational Sustainability Outcomes

The results of organizational sustainability are conceptualized in three dimensions that are related to each other:

- Environmental Sustainability Outcomes, such as reduction of carbon emission, energy efficiency, waste minimization and environmental compliance.
- Economic Sustainability Outcomes, including cost effectiveness, operational performance, long term financial stability, and reduction of risk.
- Social Sustainability Outcomes, which include employee well-being, employee engagement, corporate ethical behavior, inclusivity, and corporate reputation.

This is a multidimensional method that is consistent with the triple bottom line framework and is in line with the modern trends in sustainability research.

5.5 Analytical Approach

The paper uses thematic and integrative analysis of the literature chosen. Important themes pertaining to GHRM practices, mediating mechanisms, moderating variables, and sustainability outcomes are systematically determined and integrated. Specific emphasis is made on:

- Green behavior as a mediating factor by employees
- Moderating factors Leadership styles
- Contextual enablers are organizational culture and perceived organizational support.

The comparison of the results in studies helps to outline common trends, theoretical convergence, and gaps in the literature.

5.6 Ethical Considerations

Being a secondary research study that relies on published literature, the research does not imply the involvement of human subjects and primary data gathering. The ethics integrity is ensured through proper citation of all sources affirmed against

misrepresentation of findings and observance of academic transparency and scholarship standards [23].

5.7 Methodological Limitations.

The methodology has a few limitations, regardless of the strengths it has. To begin with, the use of prior research would lead to publication bias since it is more probable that positive results will be reported. Second, the results of different studies may not be comparable because of the differences in research setting, measurement scales, and methodologies [21]. However, such limitations are mitigated by the integrative approach taken in the given study since it relies on a large and wide variety of high-quality sources.

VI. RESULT AND DISCUSSION

The conclusion of the literature review and conceptual analysis is the critical role of the Green Human Resource Management (GHRM) practices in determining the organizational sustainability outcomes. This section provides the interpretation of these findings, their connection with theoretical perspectives, empirical evidence, and organizational implications.

6.1 Interpretation of Findings

As evidenced by the review, the GHRM activities (green recruitment, training, performance management, rewards, and employee engagement) impact positively the environmental, economic, and social sustainability outcomes [6], [13], [21]. In particular, these practices facilitate green behavioral patterns among the employees, which mediate the interaction between HR interventions and environmental performance [5], [13]. Companies that have good GHRM systems are at a better position to minimize carbon emission, energy consumption and waste minimization objectives [6], [21].

The performance of the economy is improved too, since sustainable HR practices result in cost reductions, efficiency, and financial sustainability in the long-term [10], [14]. In addition, the social sustainability is reinforced by an increasing employee

engagement, ethical conduct, inclusivity, and better work-life balance [11], [17]. The findings emphasize the fact that HR systems are not just administrative systems, but strategic instruments to enshrine sustainability with the organizational DNA.

6.2 Congruence with Theoretical Perspectives.

The calculated correlations between GHRM and sustainability results are very similar to the existing theoretical models:

- Resource-Based View (RBV): Human capital as a result of GHRM practices is a valuable, scarce and inimitable resource, which improves organizational abilities in the environmental management.
- Stakeholder Theory: GHRM improves the organizational legitimacy and the relationships with the employees, regulators, and communities by meeting the expectations of multiple stakeholders.
- Social Exchange Theory: Employees will also commensurate the perception of organizational support on green initiatives by giving voluntary pro-environmental actions hence enhancement of sustainability performance.

These theoretical connections give a very strong base on why GHRM practices can produce quantifiable results on the issue of sustainability.

6.3 Mechanisms of Impact

Various processes can explain the way in which GHRM practices lead to sustainable performance. First, the employee green behavior is a very important mediator since it serves to make sure that the organizational sustainability policies are implemented at the working level in an effective manner [5], [19]. Second, organizational culture can be a reinforcing mechanism; when a company has a culture that promotes sustainability, the same behavior will be repeated regarding pro-environmental actions at all hierarchical levels [3]. Third, leadership, especially transformational and responsible leadership, can increase the efficiency of GHRM through moral

norms, green behavioral examples, and environmental engagement on a team level [1], [17].

6.4 Practical Implications

Managerially, the findings imply that GHRM should be integrated approach in organizations and be strategic. One-off programs like green training without the implementation of performance appraisal or rewards cannot have significant sustainability impact [2], [23]. Cultural reinforcement and leadership support in conjunction with the implementation should be holistic to be able to maximize the effects of GHRM on the environmental, economical, and social performance [6], [14].

Also, the measurements, monitoring, and scalability of green efforts can be enhanced through the use of technology and AI-powered HR systems [12], [15]. Companies must also be fair and transparent in reward and appraisal systems to avoid the aspect of superficial compliance and promote the intrinsic motivation towards sustainability [25].

6.5 Intersectionality in Sustainability Dimensions.

According to the literature, the results of environmental, economic, and social sustainability are interdependent. GHRM practices do not only improve environmental performance, but have an effect on cost efficiencies, reduction of risks, as well as positive effects on the well-being of employees [6], [10], [11]. The strategic importance of HRM as a means of holistic organizational sustainability is highlighted by this multidimensional effect.



Fig. 2. Mechanistic illustration of how Green Human Resource Management practices influence organizational sustainability outcomes through employee behavior and supportive organizational context.

6.6 Limitations on the Existing Evidence.

Although the evidence is very strong, some shortcomings must be noted. The majority of the research is based on cross-sectional studies, which restrict the possibility of causation [21], [23]. The effectiveness of GHRM practices is also influenced by industry-specific and cultural contexts which implies that the results cannot always be generalized [14], [19]. Longitudinal research, multi-industry, and cross-cultural research are methods that should solve these gaps in future research.

CONCLUSION

Green Human Resource Management (GHRM) has been presented as a strategic tool that can be used by organizations to deliver environmental, economic and social sustainability results. This paper brings out the multidimensional nature of GHRM practices such as green recruitment, green training and development, green performance management, green rewards, and employee engagement in influencing employee green behavior and strengthening sustainability-based organizational culture. Organizations can use human capital as one of the driving forces of long-term sustainability performance by incorporating environmental goals into HR systems. The discussion highlights that GHRM is best applied as a holistic and strategically integrated system with the help of transformational or responsible leadership, sustainability-focused culture, and powerful measurement systems [3], [16], [19]. Green behavior of employees is an essential point of contact between HR interventions and organizational sustainability as the focus of the transformation of the intentions of the strategic paths into the quantitative results is put on individual behavior [5], [13], [19].

Although it has potential, the implementation of GHRM is subject to various difficulties, some of which are, managerial commitment, resistance among employees, constraints in resources, measurement issues, and contextual or cultural inhibitions [2], [6], [21]. To overcome these issues a holistic approach involving policy, incentives, training, technology and involvement of the leadership has to be carried out.

To sum up, GHRM is a strong tool that can be used to introduce the concept of sustainability to organizational operations and culture. Those organizations which are able to employ an integrated and holistic approach to GHRM are more likely to attain high environmental performance, economic resiliency, and social well-being. Long-term longitudinal and cross-cultural research should be conducted to investigate the causal connections, contextual differences as well as developing new methods to improve the functionality of GHRM to bring out the sustainability of the organization further [12], [15], [23]. The knowledge gained in this study offers useful information to managers, human resource practitioners, and policymakers who would like to relate their human resource strategies to global sustainability requirements.

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