

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 04

Issue: 06

Year: 2024

Page: 457-468

Green Human Resource Management and Its Importance Toward a Sustainable Workplace: A Comprehensive Literature Review

Yovi Faizul Akma^{1*}, Nur Yasin¹, Mirwan Surya Perdhana¹

¹ Universitas Diponegoro, Semarang, Indonesia

* Corresponding author: Yovi Faizul Akma (yovifaizulakmal@students.undip.ac.id)

Abstract

The existing literature highlights Green Human Resource Management (GHRM) practices that influence organizational sustainability. This study examines GHRM's role in creating a sustainable workplace and its impact on performance. Achieving a sustainable workplace means balancing economic success with social and environmental responsibilities. This research uses a systematic review of studies on Green Human Resource Management (GHRM) and sustainable organizational performance. It includes articles published from 2018 to 2024 to ensure the findings are current and relevant. This research examines Green Human Resource Management (GHRM) and its impact on the three aspects of sustainability: economic, environmental, and social. It explains that economic sustainability involves incentives and reducing environmental impacts, social sustainability includes community involvement and equal opportunities, and environmental sustainability focuses on digital practices and educating employees on sustainability. Green Human Resource Management (GHRM) practices can make workplaces more sustainable and boost performance. HR managers are encouraged to use GHRM practices and other effective strategies to promote sustainability in their organizations.

Keywords

Human Resource, Sustainable Performance, Economic Sustainability, Environmental Sustainability.

1. Introduction

Organizations are increasingly incorporating sustainability into their basic strategy as environmental concerns gain urgency. To support sustainable growth, green human resource management, or GHRM, is a strategic strategy that integrates environmental factors into HR procedures (Renwick et al., 2012). To promote a sustainable and environmentally friendly corporate culture, Green Human Resource Management (Green HRM) is a cutting-edge strategy that incorporates environmental management into conventional HR procedures. It entails putting into effect procedures and policies that support environmental sustainability at every stage of the employee lifecycle, from hiring and selection to performance reviews, training, and pay. Green HRM promotes employees' adoption of eco-friendly practices, like cutting back on waste, saving energy, and promoting sustainable business methods. By embedding sustainability into HRM, organizations can not only reduce their environmental impact but also enhance their corporate reputation, employee engagement, and overall organizational performance (Epstein et al., 2017). This strategy is essential for contemporary companies looking to prosper in a market that is becoming more environmentally sensitive since it is in line with the growing emphasis on sustainability and corporate social responsibility on a global scale.

The ability to satisfy current demands without endangering the capacity of future generations to satisfy their own is known as sustainability (Daily & Huang, 2001). A sustainable workplace is an environment where business operations and employee practices are conducted in ways that minimize negative environmental impacts while promoting the well-being of employees (Amrutha & Geetha, 2020). This entails implementing environmentally friendly procedures like cutting back on energy use, minimizing waste, promoting recycling, and utilizing sustainable materials and technologies (Daily & Huang, 2001). Additionally, a sustainable workplace fosters a culture of environmental awareness and responsibility among employees through education and engagement initiatives. Such workplaces also prioritize the health and safety of employees, offering ergonomic workspaces, promoting work-life balance, and supporting overall mental and physical well-being (Joshi et al., 2023). By creating a sustainable workplace, organizations can not only reduce their ecological footprint but also improve employee satisfaction, enhance productivity, and contribute positively to the community and environment, ultimately leading to long-term business success and resilience (Epstein et al., 2017).

In today's business world, it is essential to comprehend the relationship between Green HRM (Green Human Resource Management) and a sustainable workplace. Developing a culture of environmental responsibility requires incorporating green practices into human resource management as businesses realize the value of sustainability. Studying this correlation helps in identifying how HRM strategies can drive sustainable behaviours among employees, reduce the organization's ecological footprint, and enhance overall corporate sustainability. Moreover, it provides insights into how green HRM practices can contribute to improved employee satisfaction, engagement, and organizational performance. By examining this relationship, businesses can develop effective strategies to promote sustainability, thereby ensuring long-term viability and positive environmental impact (Malik et al., 2020; Zoogah, 2011).

This literature review aims to explore the concept of GHRM, its importance in fostering a sustainable workplace, and its impact on organizational performance. In any academic field, literature surveys like literature reviews are useful to give a good overview of the research field, to highlight the important studies, and to pinpoint future research opportunities. The use of ideas in the literature to justify the approach to the topic, the selection of methods, and demonstration that this research

contributes something new (Hart, 1998). It is intended that this paper would offer a helpful overview of the entire field of study, highlight pertinent and significant work, and identify possible areas for further investigation.

2. Literature Review

2.1. Green Human Resource Management

The incorporation of environmental management techniques into human resource policies and procedures is known as "green human resource management," or "green HRM." To encourage environmentally friendly behaviours and a sustainable culture within the company, it entails implementing sustainable practices in several HR tasks, such as hiring, training, performance management, and employee relations (Jackson et al., 2011). Green HRM seeks to create a workforce that is environmentally aware and actively involved in sustainable practices to lessen the environmental impact of business operations, improve organizational sustainability, and promote the overarching goals of corporate social responsibility (Shah, 2022).

The development of Green Human Resource Management (Green HRM) theory and concept has its roots in the increasing global emphasis on sustainability and environmental stewardship. Initially, the focus on sustainability in organizations was primarily cantered around operational aspects such as reducing waste, conserving energy, and minimizing the environmental impact of production processes. However, scholars and experts soon recognized that achieving true sustainability required a more comprehensive approach, incorporating the human element into the equation. As a result, environmental goals were included into HRM procedures, giving rise to the idea of "Green HRM."

Early contributions to Green HRM theory were influenced by the growing body of research on corporate social responsibility (CSR) and environmental management. Experts like Jackson et al. (2011) were among the pioneers who highlighted the critical role of HRM in promoting environmental sustainability. They argued that HRM practices could be leveraged to develop a workforce that is not only skilled and motivated but also environmentally conscious (Laeq, 2021). This perspective shifted the focus from merely complying with environmental regulations to proactively fostering a culture of sustainability through strategic HR initiatives such as green recruitment, training, and performance management.

Over time, the concept of Green HRM has evolved and become more sophisticated, incorporating a wide range of practices and strategies aimed at integrating sustainability into the core of HR functions. Contemporary experts, such as Jackson et al. (2011), have expanded on earlier theories, emphasizing the importance of aligning HRM with broader environmental goals. They advocate for comprehensive approaches that include environmental training and development, green leadership, and employee engagement in sustainability initiatives. These advancements in Green HRM theory underscore the recognition that achieving organizational sustainability is not solely about environmental practices but also about creating a culture where employees are actively involved and committed to sustainable development. This holistic approach ensures that sustainability is deeply embedded in the organizational ethos, leading to long-term benefits for both the organization and the environment (Quyen, 2020).

2.2. Sustainability

The ability to satisfy current needs without endangering the capacity of future generations to satisfy their own wants is known as sustainability (Keeble, 1988). This idea includes a well-rounded strategy that incorporates social, economic, and environmental factors to guarantee resilience and long-term viability. Sustainability involves responsibly managing natural resources, minimizing environmental impact,

promoting social equity and well-being, and maintaining economic prosperity (J. Elkington, 1998). To achieve a peaceful coexistence between human civilizations and the natural environment across time, it highlights the connections between ecological health, economic prosperity, and social equality (Martiawan et al., 2023).

The development of sustainability theory and concept has evolved significantly over the past few decades, driven by increasing global awareness of environmental degradation, resource scarcity, and social inequalities. Initially, sustainability was primarily associated with environmental conservation efforts aimed at protecting natural ecosystems and biodiversity (Wackernagel & Rees, 1998). Early theorists and experts, influenced by movements such as environmentalism and conservation biology, emphasized the importance of reducing human impact on the environment through practices like pollution control and habitat preservation (Pamela & Indrawati, 2022).

As societal concerns expanded beyond purely environmental issues, sustainability theory broadened to incorporate economic and social dimensions. The report from Keeble (1988) by the United Nations World Commission on Environment and Development (WCED) played a pivotal role in shaping contemporary sustainability discourse. It presented the idea of sustainable development, which is defined as development that satisfies current needs without endangering the capacity of future generations to satisfy their own. This all-encompassing strategy emphasized the need to balance social justice, environmental preservation, and economic growth to achieve long-term prosperity (John Elkington, 1994).

In recent years, sustainability theory has continued to evolve, reflecting a deeper integration of environmental, economic, and social considerations. Contemporary experts emphasize the importance of systemic thinking and interdisciplinary approaches to address complex sustainability challenges. Concepts like the Triple Bottom Line (TBL) from Elkington (1994), which evaluates organizational performance based on economic, environmental, and social impacts, have gained prominence as frameworks for achieving sustainability goals. Moreover, advancements in technology, policy development, and corporate governance have further shaped sustainability theory, influencing strategies and practices aimed at promoting sustainable development globally (Bombiak & Marciniuk- Kluska, 2018; Malik et al., 2020).

2.3. Sustainable Performance

Sustainable performance, as defined by experts, encompasses the ability of organizations to achieve economic prosperity while simultaneously addressing environmental and social concerns (Elkington, 1994). It involves integrating sustainable practices into business strategies and operations to minimize negative impacts on the environment and enhance social well-being. Elkington (1998) concept of the Triple Bottom Line (TBL) exemplifies this approach, where businesses are encouraged to evaluate their performance not only based on financial profitability but also on environmental stewardship and social responsibility. The TBL framework underscores the importance of balancing economic growth with environmental protection and social equity, aiming for a holistic approach to sustainable development (Elkington, 1998).

Moreover, sustainable performance includes corporate efforts to engage stakeholders and adopt responsible governance practices that align with sustainability goals. The Sustainable Development Goals (SDGs) of the UN offer a thorough framework for international sustainability initiatives, highlighting the convergence of social, environmental, and economic aspects. Organizations that prioritize sustainable performance contribute to the achievement of these goals by fostering inclusive growth, encouraging ethical work practices and aiding community development projects.

In practice, measuring sustainable performance involves using metrics that go beyond financial indicators to encompass environmental impact assessments, social impact assessments, and adherence to ethical standards (Malik et al., 2020). Scholars like Assalmani (2009) Talk about the significance of comprehending sustainability's social component, which includes evaluating organizational practices in terms of their impact on stakeholders, communities, and broader societal goals. This multidimensional approach ensures that sustainable performance initiatives are not only effective in mitigating environmental risks and enhancing corporate reputation but also contribute positively to social progress and well-being (Joshi et al., 2023). Thus, sustainable performance represents a commitment to long-term resilience and responsible business practices that benefit both present and future generations.

3. Methods

This research utilizes systematic literature review to draw conclusions. A systematic literature review, as defined by experts like Tranfield et al. (2003), involves a rigorous process of identifying, evaluating, and synthesizing all relevant research evidence on a specific topic or research question. This methodological approach ensures transparency and reproducibility by systematically searching and selecting studies based on predefined criteria, appraising their quality, and synthesizing findings to provide a comprehensive overview of current knowledge (Kurniadi et al., 2024).

To choose and compile the literature reviews, we employ the following guidelines. The main search engines we utilize to find open access research articles are Google Scholar, Science Direct, Emerald Insight, and Research Gate. We also use four online databases. Articles and publications selected for this research are limited to 5 years prior to this research, published within the period of 2018 and 2024. This measure is utilized to guarantee the results of this literature review are relevant to current situations (Abdillah et al., 2024). The objective of the selection is to filters studies related to green human resource management, sustainability and organizational performance. According to Malik et al. (2020), sustainability has three dimensions namely social, economic and environmental performance. Adopting from previous works from Jayathilake et al. (2021) and Asril & Perdhana (2024), the systematic literature review is conducted in four stages as follows:

Table 1. Stages of Systematic Literature Review Process

Stage	Process
Identification	Keywords were strategically applied to accurately identify the objectives of this study namely green human resource management, sustainability and organizational performance. The keywords utilized for the construction are detailed below and presented in sequential steps: 1) “Green human resource management” “economic sustainability”; 2) “Green human resource management” “social sustainability”; 3) “Green human resource management” “environment sustainability”
Selection	Criteria considered in limiting articles and publications: 1) Articles published between 2018 and 2024; 2) Articles written in English; 3) Articles excluding green human resource management topic/theme; 4) Duplicate publications.
Eligibility	The process begins with abstract screening related to the research theme, followed by filtering and research identification
Processing	Selected publications are read thoroughly and then analyzed to be further developed in the research.

Table 2. Number of Publications Considered on Stages of Literature Review Processes


Stage	Workflow	Considered Publications
Identification		Publication keywords through the database search (n = 267)
Selection		Publication selection based on criteria limitation (n = 48)
Eligibility		Publications after abstract screening (n = 20)
Processing		Selected publications after main content adjustment analysis (n = 9)

Table 1 illustrates the process taken in each stage of the systematic literature review in this research. Whereas Table 2 indicates the number of publications considered from the beginning of the stages until the final stages which is the number of publications processed to be further analysed in the research. Total of 267 publications samples obtained in identification process which was held on multiple publications databases using specific keywords stated in Table 1. The number then narrowed down to 48 publications which met the criteria’s considered in selection stage. Those publications are further reviewed focusing on the abstracts to filter publications related to the research theme in which 20 publications are obtained. The final stage obtained 9 publications to be proceeded aligning with the research objective which related to three pillars of sustainability from John Elkington (1994), (1) economic sustainability, (2) social sustainability, and (3) environment sustainability. These samples are further analysed to answer the research objective which is to explain how green human resources management practices can be implemented in organizations in order to create a sustainable workplace.

The systematic literature review on Green Human Resource Management (GHRM) highlights diverse perspectives and methodologies applied across various studies. Amrutha & Geetha (2020) conducted a systematic review to explore the implications of GHRM for social sustainability. Similarly, Joshi et al. (2023) focused on a systematic review and proposed a research agenda for advancing organizational sustainability through GHRM. Naseer et al. (2023) developed a conceptual framework to assess the impact of GHRM practices on sustainable performance within healthcare organizations.

Quantitative methods were predominantly employed in several studies. Ansari et al. (2021) examined the relationship between GHRM and employee pro-environmental behaviors, identifying mechanisms underlying these behaviors. Malik et al. (2020) emphasized the interconnected roles of green intellectual capital and GHRM in driving sustainability, with Malik et al. providing empirical evidence on organizational pathways toward sustainability. Karakasnaki (2024) explored ethical leadership and its interplay with GHRM, providing insights from the Greek maritime industry to enhance social sustainable performance. Further, Alkaf et al. (2024) analyzed the moderating role of absorptive capacity in linking GHRM with sustainability outcomes. Naseer et al. (2023) investigated the combined impact of green supply chain management and GHRM practices on the sustainable performance of manufacturing firms in Pakistan. These studies collectively underscore the critical role of GHRM in fostering sustainability across various industries and contexts, employing both conceptual and empirical approaches to deepen understanding and propose actionable strategies.

4. Results

The publications processed to develop results and discussions regarding this research objectives. These publication samples provide explanations on understanding green human resources management practices resulting in sustainability. The samples are then summarized and categorized based on its content into 3 categories which are each pillar of sustainability stated in Table 4 below:

Table 4. Validated and Categorized Publication Samples

Sustainability Pillar	Journal Related to Category
Economic Sustainability	Malik et al. (2020); Joshi et al. (2023); Alkaf et al. (2024); Naseer et al. (2023)
Social Sustainability	Amrutha & Geetha (2020); Malik et al. (2020); Joshi et al. (2023); Karakasnaki (2024); Alkaf et al. (2024); Naseer et al. (2023)
Environmental Sustainability	Ansari et al. (2021); Joshi et al. (2023); Alkaf et al. (2024); Naseer et al. (2023)

Selected and categorized publications above are utilized to generate results and draw conclusions for this research on how to establish three bottom lines of sustainability through green human resource management.

In order to promote sustainability and financial gains, green human resource management (GHRM) techniques include environmental factors into HR operations. Study on Manufacturing firms in Pakistan by Naseer et al. (2023) and Malik et al. (2020) stated that key practices include eco-friendly recruitment, training on sustainability skills, performance management tied to green targets, and providing incentives for sustainable behaviour. Additionally, Naseer et al. (2023) on their study in healthcare organizations described that promoting resource efficiency, using sustainable office supplies, and fostering a corporate culture of sustainability are essential. These initiatives help reduce the organization's environmental footprint, improve compliance with regulations, and enhance its brand image, attracting eco-conscious customers and investors (Joshi et al., 2023).

Implementing GHRM practices leads to significant economic advantages. Organizations can achieve cost savings by reducing energy, water, and waste disposal expenses. Moreover, a strong commitment to sustainability can boost employee morale and retention, enhancing productivity. Emphasizing sustainability also fosters innovation and provides a competitive edge in the market. By embedding environmental management into HR practices, companies can achieve long-term economic sustainability while contributing positively to the environment (Alkaf et al., 2024).

In order to promote social sustainability, green human resource management (GHRM) techniques emphasize creating a welcoming, equitable, and healthy work environment. Green recruitment and training significantly impact social sustainability by promoting an inclusive, fair, and healthy workplace (Alkaf et al., 2024; Amrutha & Geetha, 2020). Green recruitment ensures diverse and equitable hiring practices, offering equal opportunities to all candidates and emphasizing the company's commitment to social responsibility. Study from Karakasnaki (2024) on Greek maritime companies stated that green training programs focusing on diversity, equity, and inclusion, fostering green culture and mindset will improve performance that boost social sustainability. By recognizing and rewarding actions

that support sustainability, such as energy conservation, waste reduction, and community involvement, companies foster a culture of environmental stewardship and social responsibility (Malik et al., 2020). Additionally, health and safety training ensure that employees are well-informed about maintaining a safe and healthy work environment (Naseer et al., 2023).

Establishing avenues for staff members to express their opinions and concerns as well as including them in decision-making procedures can improve employee participation and engagement. Moreover, Naseer et al. (2023) stated that maintaining a healthy and safe work environment through high standards of health and safety, wellness programs, and ergonomic workspaces is vital. Promoting ethical leadership, recognizing employees who contribute to sustainability initiatives, and fostering a culturally competent workplace culture further support social sustainability (Malik et al., 2020). These practices not only enhance employee well-being and job satisfaction but also build a resilient and motivated workforce, contributing to long-term organizational success and a positive impact on the broader community (Amrutha & Geetha, 2020; Karakasnaki, 2024).

In order to lessen the organization's environmental effect, green human resource management (GHRM) methods include eco-friendly concepts into HR operations. Green recruiting is one important strategy, which is giving preference to applicants who are dedicated to sustainability and mentioning environmental obligations in job descriptions (Alkaf et al., 2024; Ansari et al., 2021). This ensures that new hires are aligned with the company's environmental goals from the outset. Additionally, using paperless recruitment processes, such as digital applications and online interviews, reduces paper waste. Green training and development programs are another crucial practice, educating employees on sustainable practices like energy conservation, waste reduction, and eco-friendly commuting options (Naseer et al., 2023). Continuous education opportunities focused on sustainability ensure that employees remain aware of and committed to the latest environmental initiatives (Handayani et al., 2024).

Alkaf et al. (2024) explained that implementing green performance management systems further promotes environmental sustainability by incorporating environmental goals into performance appraisals and setting measurable sustainability targets in oil & gas firms in Indonesia. Regular reviews and feedback encourage employees to meet these targets, and incentives or rewards can be provided for exceptional contributions to sustainability (Malik et al., 2020). Furthermore, adopting green workplace practices, such as resource efficiency measures, sustainable office supplies, and energy-saving technologies, minimizes the company's environmental footprint. Encouraging telecommuting and flexible work hours can also reduce carbon emissions associated with commuting. Together, these practices foster a culture of environmental responsibility, driving long-term environmental sustainability within the organization (Joshi et al., 2023).

5. Discussion

This paper conducted systematic review of Green Human Resource Management (GHRM) and its importance towards sustainability. The findings are discussed below. First, it suggests that GHRM integrates environmental considerations into HR practices, yielding sustainability and economic benefits. Key practices include eco-friendly recruitment, sustainability training, green performance management, and incentives for sustainable behaviour (Naseer et al., 2023). These practices reduce the environmental footprint, enhance compliance with regulations, and improve brand image, attracting eco-conscious customers and investors. Economically, GHRM leads to cost savings through reduced energy, water, and waste disposal expenses. Additionally, a commitment to sustainability boosts employee morale, retention, productivity, and innovation, providing a competitive market edge.

GHRM practices also promote social sustainability by fostering an inclusive, fair, and healthy workplace. Green recruitment and training emphasize diversity, equity, and inclusion, while recognizing sustainable actions fosters a culture of environmental stewardship and social responsibility. Employee engagement is enhanced through feedback channels and involvement in decision-making (Amrutha & Geetha, 2020). High health and safety standards, wellness programs, and ergonomic workspaces are crucial for a healthy work environment. Ethical leadership and a culturally competent workplace further support social sustainability, enhancing employee well-being and job satisfaction, contributing to long-term organizational success, and positively impacting the community (Joshi et al., 2023).

Green Human Resource Management is a vital strategy for organizations seeking to integrate sustainability into their operations and foster a sustainable workplace. By embedding environmental criteria into HR practices, organizations drive environmental responsibility, enhance employee engagement, and achieve long-term economic benefits (Ansari et al., 2021). Despite the challenges associated with implementing GHRM, its potential benefits make it a worthwhile investment for forward-thinking organizations committed to sustainability. As global emphasis on environmental stewardship grows, GHRM will play an increasingly important role in shaping the future of human resource management and organizational success.

6. Conclusion

In conclusion, Green Human Resource Management (GHRM) integrates sustainability into HR practices, benefiting both the environment and the economy. By adopting eco-friendly recruitment, sustainability training, and green incentives, organizations can lower their environmental impact and operational costs. This not only improves regulatory compliance and brand image but also attracts eco-conscious customers and investors. Additionally, GHRM enhances employee morale, retention, and productivity, providing a competitive edge in the market. As environmental and social responsibility gain importance globally, GHRM will become crucial for organizations. It promotes an inclusive, fair, and healthy workplace, boosting employee well-being and job satisfaction. By fostering ethical leadership and cultural competence, organizations can positively impact their communities and achieve long-term success. Despite implementation challenges, the benefits of GHRM make it a valuable strategy for forward-thinking organizations committed to sustainability.

References

- Abdillah, A., Basuki, H., Santoso, W. I., Sukresna, I. M., & Indriani, F. (2024). Utilization of Digital Banking Services for Generation Z Economic Sustainability. *Research Horizon*, 4(4), 11-22.
- Alkaf, A. R., Yusliza, M. Y., Foster, B., Farooq, K., Ramayah, T., & Muhammad, Z. (2024). Green human resource management and sustainability: moderating role of absorptive capacity. *Industrial and Commercial Training, ahead-of-print*(ahead-of-print). doi:10.1108/ICT-02-2024-0013
- Amrutha, V., & Geetha, S. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*. Retrieved from
- Ansari, N., Farrukh, M., & Raza, A. (2021). Green human resource management and employees' pro-environmental behaviours: Examining the underlying mechanism. *Environmental Management*. doi:10.1002/csr.2044

- Asril, A., & Perdhana, M. (2024). Generation Z In Energy Industry: Paradigm Shift in Organizational Dynamics. *Jurnal Muara Ilmu Ekonomi dan Bisnis*, 8.
- Assalmani, M. A. (2021). Corporate criminal liability in Indonesian law concerning fund transfer. *Research Horizon*, 1(6), 229-236.
- Bombiak, E., & Marciniuk-Kluska, A. (2018). *Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience*. mdpi.com.
- Daily, B., & Huang, S.-c. (2001). Achieving Sustainability Through Attention to Human Resource Factors in Environmental Management. *International Journal of Operations & Production Management*, 21, 1539-1552.
- Elkington, J. (1994). Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development. *California Management Review*, 36(2), 90-100.
- Elkington, J. (1998). *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. New Society Publishers.
- Handayani, A. S., Febriyani, A. K., & Darmastuti, I. (2024). Unveiling the Green Revolution: Exploring Green HRM Implementation in Indonesian Enterprises. *Research Horizon*, 4(4), 23-34.
- Hart, C. (1998). *Doing a Literature Review: Releasing the Social Science Research Imagination*. SAGE Publications.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue. *German Journal of Human Resource Management*, 25(2), 99-116.
- Jayathilake, H., Daud, D., Eaw, H. C., & Annuar, N. (2021). Employee development and retention of Generation-Z employees in the post-COVID-19 workplace: A conceptual framework. *Benchmarking An International Journal*, ahead-of-print. doi:10.1108/BIJ-06-2020-0311
- Joshi, A., Kataria, A., Rastogi, M., Beutell, N. J., Ahmad, S., & Yusliza, M. Y. (2023). Green human resource management in the context of organizational sustainability: A systematic review and research agenda. *Journal of Cleaner Production*, 430, 139713.
- Karakasnaki, M. (2024). Exploring ethical leadership and green human resource management for social sustainable performance improvement: evidence from the Greek maritime industry. *Industrial and Commercial Training*, ahead-of-print(ahead-of-print).
- Keeble, B. R. (1988). The Brundtland Report: 'Our Common Future'. *Medicine and War*, 4(1), 17-25.
- Kurniadi, A., Rahman, A. H., & Indriani, F. (2024). Green Banking Strategy to Support Business Sustainability in Banking Sector: A Literature Review. *Research Horizon*, 4(4), 1-10.
- Laeq, H. (2021). Impact of green human resource management on promoting green employee behaviour in Russia: a moderating role of employee empowerment. *Arthatama*, 5(1), 1-12.
- Malik, S., Cao, Y., Mughal, Y., Kundi, G., Mughal, M., & ... (2020). *Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital*. mdpi.com.
- Martiawan, R., Achdiat, A., Ruyani, N. R., Ediyanto, E., & Jamaludin, M. (2023). Analysis of Food Security in Regional Context: West Java Provincial Government as a Case Study. *Research Horizon*, 3(1), 1-8.
- Naseer, S., Song, H., Adu-Gyamfi, G., Abbass, K., & Naseer, S. (2023). Impact of green supply chain management and green human resource management practices on the sustainable performance of manufacturing firms in Pakistan. *Environmental Science and Pollution Research*, 30(16), 48021-48035.
- Pamela, Q., & Indrawati, L. R. (2022). Effect of Inflation, Exports, and Employment on Economic Growth in Central Java. *Research Horizon*, 2(5), 501-510.
- Quyên, T. H. (2020). The relationship between green procurement practices and organizational performance in the manufacturing industry of Vietnam. *Arthatama*, 4(1), 1-16.
- Renwick, D., Redman, T., & Maguire, S. (2012). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 15.
- Shah, M. H. (2022). Impact of green marketing strategy on business performance-mediating role of corporate image in construction industry of Kenya. *Arthatama*, 6(1), 1-11.

- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207-222.
- Wackernagel, M., & Rees, W. (1998). *Our Ecological Footprint: Reducing Human Impact on the Earth*. New Society Publishers.
- Zoogah, B. (2011). The Dynamics of Green HRM Behaviors: A Cognitive Social Information Processing Approach. *Zeitschrift fuer Personalforschung. German Journal of Research in Human Resource Management*, 25, 117-139



Copyright: © 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International License (<https://creativecommons.org/licenses/by-sa/4.0/>).