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Written Green Human Resource Management Practices: Toward Sustainable Organizational Development

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Abstract

This research aims to analyze the practice of Green Human Resource Management (GHRM) in supporting sustainable organizational development. GHRM refers to the integration of sustainability principles in human resource management functions, such as green recruitment, eco-friendly training, and ecology-based performance assessment. This study uses a qualitative approach with literature studies and case studies on several organizations that have implemented GHRM. The findings show that the practice of GHRM is able to increase employee environmental awareness, operational efficiency, and a positive organizational image. In addition, GHRM contributes significantly to the achievement of the Sustainable Development Goals (SDGs) through strengthening the organization's pro-environmental culture. The implications of this study emphasize the importance of the strategic role of the HR function in supporting the transition to an environmentally sound and long-term competitive organization.

Keywords: Green Human Resource Management, Sustainable Development, Green Human Resource Management

1. Introduction

The issue of environmental sustainability has become an increasingly urgent global challenge, as environmental degradation, climate change, and overexploitation of natural resources increase. The Intergovernmental Panel on Climate Change (IPCC) report confirms that increased greenhouse gas emissions due to human activities are the main causes of global climate change, which has an impact on water crises, biodiversity, and increasing natural disasters (IPCC, 2023). In this context, the business sector and organizations are becoming key actors who are required to not only pursue economic gains, but also be responsible for the environmental impact of their operations. This challenge demands the integration of sustainability values into all business processes, including in human resource management practices (Tang et al., 2018).

The pressure on organizations to contribute to sustainable development comes not only from government regulations, but also from the expectations of society, shareholders, and consumers who are increasingly environmentally conscious (Setyadi et al., 2023). Sustainable development, which is proclaimed through the Sustainable Development Goals (SDGs) 2030 by the United Nations, has become a global reference that emphasizes the need for collaboration across sectors, including the private sector, in creating a just, inclusive, and environmentally friendly future (UN, 2015). Organizations that are not responsive to sustainability demands risk losing social legitimacy and market competitiveness (Malik et al., 2020). Therefore, a strategic approach is needed that integrates sustainability principles in organizational management, including through the practice of Green Human Resource Management (GHRM) as an instrument to shape pro-environmental organizational behavior and culture.

Organizations have a strategic role in reducing ecological impacts through a more sustainable transformation of internal practices. In the context of modern management, sustainability is no longer just a social responsibility, but an integral part of a long-term business strategy. Changes in internal practices such as energy efficiency, waste reduction, the use of environmentally friendly technology, and the digitalization of work processes are concrete steps that organizations can take to reduce their carbon footprint (Dyllick &, 2016). This approach not only aims to maintain environmental sustainability, but also strengthens operational efficiency and business resilience to global environmental crises (Bombiak & Marciniuk-Kluska, 2018).

In addition to physical resource management, organizations can also reduce ecological impacts through human resource policies that support environmentally friendly behaviors, such as the implementation of *Green Human*

Resource Management (GHRM). This strategy involves the recruitment of environmentally conscious employees, training on sustainable work behavior, and the integration of green indicators in performance appraisals (Renwick et al., 2013). By establishing a work culture that supports sustainability, organizations can drive systemic and long-term behavioral change. Therefore, changes in internal practices not only have an impact on environmental efficiency, but also on the creation of organizational added value holistically (Manag, 2017).

Green Human Resource Management (GHRM) has evolved into a strategic approach in human resource management that emphasizes the integration of environmental sustainability principles in every HR function. The concept emerged in response to the growing need for environmentally friendly and sustainable organizational practices, in line with global pressure to reduce the negative impact of corporate activities on the environment. GHRM covers various practices such as green recruitment, environmental training, ecology-based performance management, to the development of a pro-environmental work culture (Jackson et al., 2011). This approach not only strengthens the organization's commitment to sustainability goals, but also increases motivation, job satisfaction, and employee loyalty who increasingly appreciate environmental values in the world of work (Ahmad, 2015).

The development of GHRM is also driven by the awareness that sustainability cannot be achieved through technology and environmental policies alone, but rather requires a change in organizational behavior and culture as a whole. In this context, the HR management function plays an important role as a *change agent* who is able to transform green values into daily work practices. Empirical studies show that organizations that consistently adopt GHRM tend to have better environmental performance as well as sustained competitive advantage (Tang et al., 2018). Therefore, GHRM is now considered an important pillar in creating organizations that are not only economically efficient, but also socially and ecologically responsible (Amjad et al., 2021).

Conventional human resource (HR) management practices have been more focused on operational efficiency, employee productivity, and achieving short-term business targets without considering the environmental impact caused. This approach generally ignores aspects of sustainability and ecological responsibility, making it less relevant in addressing global challenges such as climate change, environmental degradation, and consumer demands for ethical and green business practices. According to Jabbour & Santos (2008), traditional HR systems tend not to include environmental indicators in the process of recruitment, training, performance evaluation, and career development, so their contribution to the sustainability agenda is still limited (Mtembu, 2017). This gap creates an urgency for organizations to reformulate HR policies towards a more holistic and pro-environmental approach, such as those offered by Green Human Resource Management (GHRM). In the context of green economy and sustainable development, organizations are not only required to generate profits, but also play an active role in the wise management of natural resources. The need for an environmentally friendly HR system is becoming increasingly important to establish an environmentally conscious work culture and encourage ecological behavior in the workplace (Renwick et al., 2013). Therefore, the integration of sustainability values into the HR management system is not only a moral imperative, but also an adaptive strategy to ensure the sustainability of the business in the future.

Research conducted by Dumont, Shen, and Deng (2017) shows that the practice of Green Human Resource Management (GHRM) significantly increases employee engagement in pro-environmental activities, which ultimately positively impacts the environmental performance of organizations. The study found that employee training and development oriented towards sustainability issues encourages the creation of green work behavior and strengthens the organization's commitment to sustainability principles. In addition, GHRM has been proven to play a mediative role in strengthening the relationship between a company's strategic environmental orientation and sustainable performance outcomes, making it an important instrument in achieving the organization's long-term goals of being environmentally friendly.

Another study by Singh et al. (2020) examined the relationship between GHRM and environmental innovation in manufacturing companies in India. The results of the study revealed that organizations that adopt green recruitment practices, environmental training, and sustainability-based incentive systems tend to have higher levels of green technology innovation. These findings indicate that GHRM not only contributes to the reduction of ecological impact, but also encourages increased competitiveness of companies through continuous innovation. Thus, GHRM is not only operational, but also strategic in the framework of adaptive and future-oriented organizational development. Based on this, this study aims to analyze the practice of Green Human Resource Management (GHRM) in supporting sustainable organizational development.

2. Research Methods

This research uses a qualitative approach with an exploratory case study design to understand in depth how Green Human Resource Management (GHRM) practices are implemented in organizations as well as their contribution to sustainable development. This approach was chosen because it allows researchers to explore the GHRM phenomenon in an organizational context holistically and contextually, especially in the aspects of policies, employee behavior, and organizational culture. Data collection was carried out through in-depth interviews with HR managers and key staff, participatory observations, and the review of internal organizational documents related to GHRM practices. The validity of the data is maintained through source triangulation techniques and methods to ensure the reliability of the research results.

Data analysis was carried out using the thematic *analysis* method, which aims to identify patterns, main themes, and relationships between concepts that emerge from field data. The analysis process is carried out in stages starting from data transcription, open coding, categorization, to the withdrawal of key themes that represent the practice of GHRM and its impact on the sustainability of the organization. The results of the analysis are then interpreted with reference to relevant theoretical frameworks, such as the *natural-resource-based view* theory and the strategic HRM model. With this approach, the research is expected to provide an in-depth theoretical and practical understanding of the strategic role of GHRM in driving sustainable organizational transformation.

3. Results and Discussions

Identify GHRM Practices in Organizations

Green Human Resource Management (GHRM) is a form of integration between the principles of environmental sustainability and human resource management functions (Shayegan et al., 2023). The practice of GHRM in the organization includes various aspects such as recruitment, training, development, performance evaluation, as well as reward systems all geared towards supporting environmental goals. This practice emerged in response to increasing pressure on organizations to be ecologically responsible and contribute to sustainable development. In its implementation, GHRM not only influences individual behavior, but also shapes an overall environmentally friendly organizational culture (Renwick et al., 2013). One of the main practices in GHRM is green recruitment, which is a recruitment process that pays attention to environmental values in the selection of prospective employees. Organizations that implement green recruitment tend to include environmental responsibility in job descriptions, use interview methods to identify the candidate's ecological orientation, as well as prioritize individuals who have a commitment to sustainability. Thus, since the beginning of the process of entering the workforce, organizations have screened individuals who are not only technically competent, but also have high environmental awareness (Jabbour & Santos, 2008).

In addition, green training and development are important elements in strengthening GHRM practices. This training aims to improve employees' knowledge and skills in supporting environmentally friendly work practices, such as energy efficiency, waste reduction, and sustainable use of resources. Organizations that are proactive in providing green training create sustainable collective awareness and strengthen the organization's values on environmental issues. In addition, this training can also increase employee active participation in the company's internal environmental initiatives (Tang et al., 2018).

Another practice is performance appraisal and an environment-based reward system, where employee performance indicators are not only seen from work output, but also from their contribution to environmental conservation. Organizations can incorporate indicators such as waste reduction, resource use efficiency, and involvement in environmental programs into the assessment system. In addition, awards in the form of financial and non-financial incentives are given to employees who consistently demonstrate pro-environmental behavior. This practice is a motivational reinforcement to maintain the consistency of green behavior in the workplace (Opatha & Arulrajah, 2014). Overall, the identification of GHRM practices in organizations shows that HR management is no longer limited to capacity building and productivity, but also plays an important role in achieving sustainability goals. Structured GHRM practices are able to create a transformation of employee behavior, encourage active involvement in environmental programs, and strengthen the organization's image as a socially and ecologically responsible entity. Therefore, it is important for organizations to make GHRM a core strategy, not just a complement, in the transformation agenda towards sustainable development.

GHRM's Contribution to Sustainable Organizational Development

Green Human Resource Management (GHRM) has become a strategic instrument in supporting sustainable organizational development. This concept emphasizes the integration of sustainability values into the entire human resource management cycle, from hiring to employee retention. Organizations that implement GHRM seek to create a work ecosystem that is not only economically productive, but also socially and ecologically responsible. By adopting GHRM, organizations can shape employees' pro-environmental behaviors, strengthen sustainability cultures, and direct business strategies toward more environmentally friendly practices (Renwick et al., 2013).

One of the main contributions of GHRM to sustainable development is through strengthening ecological awareness and responsibility at the individual and collective levels. Green training programs, waste management policies, and environmentally-based incentive systems have been proven to improve work behaviors that support long-term environmental goals. Research by Dumont et al. (2017) shows that GHRM has a significant impact on the formation of a *green psychological climate* in the workplace, which in turn increases employee engagement in corporate sustainability initiatives. This proves that sustainable organizational development starts from changing individual behavior within a systemic framework (Amjad et al., 2021).

In addition to behavioral change, GHRM also contributes to the operational efficiency of the organization. For example, through energy efficiency training and resource use reduction programs, organizations can save costs while reducing their carbon footprint. This efficiency not only has a positive impact on the environment, but also provides economic added value for the organization. In the long term, GHRM-based efficiency contributes to an organization's resilience in the face of fluctuations in energy prices, changes in environmental regulations, and global market pressures that demand ethical and transparent business practices (Jabbour & de Sousa Jabbour, 2016).

GHRM's contribution to sustainable development is also seen in the improvement of the organization's reputation (Gribonval & Nikolova, 2019). Companies that actively demonstrate a commitment to the environment through green internal HR policies tend to gain higher trust from consumers, investors, and partners. This positive image not only strengthens the organization's position in the market, but also makes it easier to access capital and strategic collaboration opportunities. In the global context, sustainability reputation is increasingly becoming a major factor in investment decisions and customer preferences, so the implementation of GHRM becomes a valuable reputation investment (Jackson et al., 2011).

Furthermore, GHRM supports organizational innovation and adaptation to changes in the external environment. HR management practices that support innovative cultures and continuous learning can encourage the birth of new solutions to face environmental challenges. Employees who are empowered through green training and active involvement in decision-making will be more motivated to contribute to the process of green technological innovation and work process efficiency. Therefore, GHRM not only creates organizations that are compliant with environmental regulations, but also encourages organizations to become pioneers in the transformation of green industries (Singh et al., 2020). Thus, GHRM has a multidimensional contribution to sustainable organizational development, both in terms of employee behavior, operational efficiency, reputation, and strategic innovation. Systemically integrated GHRM practices are able to strengthen organizational competitiveness while addressing global sustainability challenges. In this context, GHRM is not just an administrative approach, but is part of a holistic organizational transformation strategy. Therefore, it is important for organizational policymakers not to view GHRM as an optional initiative, but rather as an important foundation towards long-term sustainability.

Supporting and Inhibiting Factors for the Implementation of GHRM

The implementation of Green Human Resource Management (GHRM) in organizations is greatly influenced by various internal and external factors. Among the most crucial supporting factors is top management's commitment to sustainability principles. Proactive and visionary leadership has a strategic role in creating green policy directions, allocating adequate resources, and building an organizational culture that is responsive to environmental issues. This commitment is not only symbolic, but is reflected in operational policies and human resource management systems that align individual performance with organizational sustainability goals (Jabbour & Santos, 2008). Another supporting factor is the organizational culture that supports environmental values. Organizations with collective values that emphasize social responsibility and environmental ethics tend to have an easier time integrating GHRMs into everyday practices. In a conducive work environment, employees are more open to receiving environmental training, engaging in green initiatives, and actively participating in sustainability-related decision-making. Research by Renwick et al. (2013) shows that employee engagement increases when

organizational culture encourages ecological care and values contributions to the environment (Guerci & Carollo, 2016).

In addition, technological support and organizational infrastructure are also important elements in supporting the successful implementation of GHRM. Information technology enables companies to digitize green recruitment systems, environmentally-themed online training, and energy efficiency monitoring in the workplace. In addition, environmentally friendly infrastructure such as energy-efficient workspaces and effective waste management systems strengthen consistency between HR policies and operational sustainability practices. This technology support also strengthens transparency and accountability in reporting the organization's environmental performance.

However, there are a number of inhibiting factors that are often obstacles in the implementation of GHRM, especially in developing countries. One of the main obstacles is the lack of understanding and awareness of the environment among managers and employees. Many organizations still view green initiatives as an additional burden or operational cost, rather than a long-term strategic investment (Jabbour & De Sousa Jabbour, 2016). The lack of literacy about the economic and reputational benefits of GHRM leads to resistance in the implementation process, especially when there are no strong external incentives or encouragement from governments or markets (Opatha & Arulrajah, 2014). Another inhibiting factor is the limitation of financial and human resources. The implementation of GHRM requires investment in the form of training, system development, and the provision of facilities that support environmentally friendly practices. For small and medium-sized organizations, budget constraints are often a major reason to delay or even ignore green initiatives. In addition, not all organizations have human resources with adequate competencies and capacities to design and implement GHRM programs effectively and sustainably (Pham et al., 2019).

Finally, the lack of regulatory and policy support from the government is also a serious obstacle in expanding the adoption of GHRM at the national level. In many countries, environmental policies are still general and have not specifically encouraged green HR management practices (Correia et al., 2024). The absence of fiscal incentives, sustainability certifications, or recognition of companies that implement GHRM makes organizations less motivated to transform. Therefore, to encourage the successful implementation of GHRM, synergy is needed between internal actors of the organization and external stakeholders, such as the government, industry associations, and educational institutions (Pham et al., 2020).

4. Conclusion

Based on the results of the research, it can be concluded that the practice of Green Human Resource Management (GHRM) has a strategic role in encouraging sustainable organizational development. Through the integration of sustainability principles into HR functions such as recruitment, training, performance appraisals, and reward systems, GHRM is able to shape pro-environmental employee behavior, improve operational efficiency, and create an organizational culture that supports sustainability. Consistent implementation of GHRM has also been proven to strengthen the organization's reputation and open up innovation opportunities relevant to global environmental challenges. However, the implementation of the GHRM still faces various challenges, such as limited environmental understanding, limited resources, and lack of external policy support. Therefore, in order for GHRM to make maximum contribution to sustainable organizational development, a strong commitment from top management, investment in green human resource development, and synergy between the private and public sectors in creating a supportive regulatory environment is needed. With a systemic and sustainable approach, GHRM has the potential to become a key pillar in the transformation of organizations towards a more socially, ecologically, and economically responsible direction.

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