

Green Human Resources Management: An Overview of Environmentally Conscious Human Resource Governance

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ABSTRACT

Green Human Resources Management (GHRM) becoming a strategic approach in supporting the achievement of organizational sustainability goals through the integration of environmentally friendly principles into human resource management practices. This article aims to analyze the development and implementation of GHRM based on a qualitative literature review of indexed international publications since 2020. The study results show that GHRM contributes significantly to shaping a green work culture, increasing employee engagement, and strengthening organizational competitiveness amid global challenges such as regulatory changes, consumer demands, and environmental crises. GHRM practices include green recruitment, environmental training, performance management, and rewarding environmentally friendly behaviors. The success of GHRM implementation is highly determined by visionary leadership support, a fair incentive system, and the involvement of all internal and external stakeholders. The conclusion of this article emphasizes that GHRM is not merely a trend, but a fundamental transformation in human resource governance that is socially and ecologically responsible. The adaptive implementation of GHRM can help organizations build sustainable work ecosystems that are efficient and highly resilient in facing future changes

INTRODUCTION

Green Human Resources Management (GHRM) is a strategic approach that integrates human resource management practices with environmental sustainability goals, so that organizations not only focus on profit but also on ecological responsibility, which has become increasingly important in the modern era. Climate change, industrial pollution, and the energy crisis have driven the business world to adopt green human resource practices as a response to global demands and the growing public awareness of the importance of sustainability (Septiawan, 2024). The urgency of implementing GHRM is increasing as organizations face external pressures from governments, international institutions, and society to act responsibly toward the environment. These demands have revolutionized the perspective of human resource management, positioning GHRM as a key pillar in building an environmentally friendly work culture that can significantly enhance employee loyalty and engagement (Esthi & Setiawan, 2023).

Companies that implement GHRM, such as green recruitment, environmentally-based training, green performance management, and reward systems, have been proven capable of reducing their carbon footprint while building a positive image in the eyes of the public and investors. Recent studies indicate that organizations that integrate environmentally friendly principles into human resource policies have a competitive advantage in attracting and retaining top talent with sustainability values (Gazi et al., 2025).

The implementation of GHRM not only brings economic benefits but also serves as a strategy for mitigating environmental risks and a collective effort to safeguard the planet. Effective GHRM implementation can reduce operational costs, improve energy efficiency, and help organizations remain relevant amid environmental regulations and increasingly eco-conscious consumer preferences (Maulia & Yunita, 2024).

The transformation towards GHRM requires the active involvement of all levels of the organization, from top management to operational staff. Visionary leadership acts as a role model while also serving as a catalyst for behavioral change by internalizing green values into the organization's systems and culture (Handayani et al., 2025). Employee involvement in the design and evaluation of environmental programs enhances a sense of ownership as well as collective responsibility for sustainability (Sugiharto & Ardiansyah, 2025).

The development of GHRM policies must also be contextual, taking into account the characteristics of the organization and the external environment. A participatory approach involving local stakeholders such as communities, labor unions, and business partners is necessary to expand the impact of green policies and create a sustainable work ecosystem (Lesmini et al., 2024).

The purpose of writing this article is (1) to provide a conceptual analysis of the background and urgency of developing GHRM in various industrial sectors; (2) to identify and discuss practices and challenges in the implementation of GHRM that are relevant to both local and global contexts; and (3) to present strategic recommendations based on the latest literature review so that organizations can build a consistent green work culture that has a tangible impact

on operational sustainability. This article is expected to strengthen both the academic and practical foundations for designing human resource systems that are adaptive, innovative, and ecologically responsible.

LITERATURE REVIEW

Green Human Resources Management (GHRM) is a strategic approach in human resource management that integrates environmental objectives into every human resource policy and practice (Molina-Azorin et al., 2021). In an era marked by increasing concern for environmental sustainability, organizations are expected not only to pursue profitability but also to demonstrate ecological responsibility. GHRM emerges as a response to global challenges such as climate change, industrial pollution, and energy crises. This concept encompasses recruitment, training, performance evaluation, and compensation practices that are environmentally oriented. By implementing GHRM, organizations are expected to create a work culture that cares for environmental sustainability while also improving operational efficiency (Wang & Huang, 2025).

The development of Green Human Resource Management (GHRM) cannot be separated from the increasing external pressure on organizations to adopt sustainability principles. Governments, international institutions, and society are increasingly demanding that companies act responsibly toward the environment. These demands make human resource management play an important role in internalizing green values into the organizational culture. GHRM emerges as a strategy that not only strengthens a company's competitive advantage but also enhances employee loyalty. Employees working in an environment that cares about environmental sustainability tend to feel more engaged and satisfied with their jobs. GHRM practices such as green training, green performance management, and green reward systems are becoming increasingly important to develop (Bahuguna et al., 2023). The transformation toward GHRM requires active involvement from all levels of the organization, from top management to operational staff, to create a significant impact on environmental sustainability (Praveen, 2024). Green Human Resource Management (GHRM) has become an increasingly relevant and strategic managerial approach. Many multinational companies are beginning to adopt human resource policies that prioritize environmentally friendly principles as part of efforts to build a positive image in the public eye. Integrating green values into HR practices not only enhances the company's appeal to investors and customers but also attracts potential employees with high environmental awareness (Molina-Azorin et al., 2021). This indicates that GHRM has a broad strategic dimension, encompassing aspects of recruitment, retention, and corporate culture development. In an increasingly fierce competition, companies that are able to create a sustainable work environment have a compelling advantage in attracting and retaining top talent (Ortega et al., 2025).

GHRM In addition to reflecting the organization's concern for the environment, it is also a manifestation of the transformation of values and work culture. In the GHRM system, values such as energy efficiency, waste reduction, and the prudent use of resources become part of everyday work behavior. The success of GHRM implementation largely depends on the extent to which the organization can instill these values in every individual in the workplace (Tanova & Bayighomog, 2022). This requires a systematic and planned approach, where HR policies such as employee selection, training, and reward systems are aimed at reinforcing green work behavior. Awareness and concern for the environment need to be collectively built to create harmony between business goals and ecological responsibility (Molina-Azorin et al., 2021).

The transformation towards GHRM cannot be separated from the challenges faced by organizations, especially in terms of management paradigm shifts. GHRM demands a change in perspective, where all HR functions such as recruitment, training, and career development must be viewed from a sustainability perspective (Bahuguna et al., 2023). This change process requires time, resources, and commitment from all levels of management (Nurmadani & Waskito, 2025). The long-term benefits of GHRM, such as increased efficiency, reduced operational costs, and improved reputation, make this effort worth pursuing (Shobhana et al., 2022).

The success of GHRM implementation also depends on the active involvement of organizational leaders in communicating green values to all team members. Visionary leadership plays an important role in guiding behavioral change and instilling a culture of sustainability (Handayani et al., 2025). Managers must be able to explain the strategic reasons behind environmentally friendly policies and how they contribute to the company's long-term performance (Arviansyah & Saraswati, 2025). With transparent communication and proper motivation, employees will be more encouraged to voluntarily support GHRM policies. Employee involvement in designing and evaluating environmental programs also enhances a sense of ownership and responsibility toward these policies. An effective internal communication strategy is an important element in internalizing GHRM values across all levels of the organization. Leaders, in addition to being policy formulators, also serve as role models in applying green values in the workplace (Raja & Manoharan, 2024). The main goal of implementing GHRM is to build an organizational culture oriented towards sustainability. This culture reflects values, norms, and behaviors that support environmentally friendly practices in all company activities (Aggarwal & Agarwala, 2023). GHRM helps create collective awareness among employees about the importance of protecting the environment, so that daily work behaviors such as saving energy, reducing waste, and using environmentally friendly transportation become ingrained habits. To achieve this, companies need to redesign the entire human resource management system to align with sustainability principles. A consistent green work culture not only improves operational efficiency but also fosters a healthy and productive working environment (Bahuguna et al., 2023). It is important to note that the implementation of GHRM is not about following trends but is part of an

organization's ethical responsibility to society and the planet (Shah & Soomro, 2023). The world is facing various environmental crises such as global warming, air and water pollution, and ecosystem degradation. Companies can no longer remain neutral and focus solely on financial profit; they must take part in collective efforts to sustain the Earth. GHRM provides a concrete framework to guide this contribution through environmentally-oriented human resource management (Tanova & Bayighomog, 2022).

The development of GHRM policies must take into account the local context and organizational characteristics. It is important for human resource managers to conduct an in-depth needs analysis before designing GHRM programs. A contextual approach ensures that the policies adopted align with the organization's values and resources (Molina-Azorin et al., 2021). The involvement of stakeholders such as labor unions, local communities, and business partners also needs to be considered in the formulation of green policies. GHRM, in addition to being an internal initiative, is also part of a collaborative strategy that strengthens the relationship between the organization and its environment. This participatory approach broadens the impact of policies and promotes the creation of a more inclusive and sustainable work ecosystem (Hewapathirana et al., 2020).

The implementation of GHRM can also serve as a strategic instrument in managing environmental risks. Organizations that do not have environmentally conscious human resource policies are at risk of facing legal pressures, reputational damage, and operational instability due to environmental crises (Bahuguna et al., 2023). GHRM can mitigate these risks by promoting safe, efficient, and environmentally friendly work practices. Training on environment-based workplace safety, emission reduction programs, and energy-saving campaigns at work can help companies avoid losses from environmental violations. Through reward systems that support green behavior, companies can also enhance employee motivation and awareness of ecological responsibility (Aggarwal & Agarwala, 2023). GHRM In addition to image building, it is also a strategic investment that supports the long-term operational sustainability. Effective risk management through GHRM strengthens the foundation of organizational sustainability amid increasingly complex business dynamics (Shah & Soomro, 2023). The role of technology is also crucial in supporting the successful implementation of GHRM. Information technology enables the automation of work processes that previously required numerous physical resources such as paper, energy, and space. Digital recruitment systems, e-learning, and cloud-based HR applications can significantly reduce resource consumption. Beyond efficiency, the use of technology also facilitates monitoring and evaluation of the implementation of environmental policies in the workplace. Through digital dashboards, HR managers can track environmental target achievements, monitor green initiatives, and identify areas for improvement. Technology becomes an important enabler in strengthening the organization's capacity to consistently and measurably applying GHRM. The use of this technology also creates a more modern and engaging work experience for

employees, enhancing engagement with the sustainability mission (Lampthey, 2021).

The key to the success of GHRM lies in the internalization of sustainability values in every work activity, including the initial recruitment stage. Companies should start selecting candidates not only based on technical competence but also on environmental awareness and concern. By instilling these values from the beginning, organizations can build a work team aligned with the company's sustainability vision (Hooi et al., 2022). Introducing a green culture through new employee orientation is an important initial step in strengthening the company's identity as an environmentally conscious organization. When every individual in an organization understands and supports the principles of GHRM, cultural change at work occurs more naturally and effectively. This becomes the foundation for shaping an organization that is not only oriented toward economic efficiency but also social and ecological responsibility (Aggarwal & Agarwala, 2023).

Employee capacity development in the context of GHRM cannot be overlooked. Environmentally-based training should be a routine part of human resource development programs. This program aims to instill a deep understanding of environmental issues and provide practical skills that can be applied in the workplace (Molina-Azorin et al., 2021). Training on energy efficiency, waste management, and the use of eco-friendly materials is crucial to supporting a green work culture. In addition to enhancing employee competence, this training also serves as a means to foster commitment and a sense of responsibility toward sustainability (Nurmadani & Waskito, 2025). Through continuous learning, companies can ensure that the entire workforce has sufficient knowledge and motivation to effectively implement GHRM policies (Munawar et al., 2022). The performance appraisal policies in GHRM should also be adjusted to reflect employees' contributions to the organization's environmental goals. Appraisals, in addition to being based on business target achievements, also include the extent to which individuals apply environmentally friendly practices in their work (Hooi et al., 2022). This encourages employees to be responsible for the environmental impact of their activities, rather than merely focusing on the final results. A performance appraisal system integrated with green indicators becomes an effective tool to strengthen a work culture aligned with sustainability. Rewards and recognition for green work behaviors will increase employee motivation and foster a positive work climate (Carolina et al., 2022).

GHRM can have a broad impact on organizational performance. By integrating sustainability principles into human resource management, companies not only create operational efficiency but also enhance job satisfaction, employee loyalty, and the company's reputation in the public eye (Arviansyah & Saraswati, 2025). The long-term effect is an increase in competitiveness and business resilience against global challenges such as changes in environmental regulations and consumer preferences that are increasingly concerned with sustainability issues (Sopfi et al., 2025). Effective GHRM practices enable

companies to adapt to external dynamics while maintaining internal cohesion (Hooi et al., 2022).

METHODOLOGY

This study uses a qualitative literature review approach to deeply analyze the development and implementation of Green Human Resources Management (GHRM) in various organizational contexts. This approach emphasizes critical interpretation of relevant publications and previous research, rather than relying on data quantification or the systematic screening procedures used in a systematic literature review. Research data were collected from articles, books, proceedings, and other relevant scientific sources as well as international scientific databases published since 2020, focusing on the theoretical and practical contributions of GHRM in supporting organizational sustainability.

The review process was conducted through a literature search using specific keywords such as “Green Human Resource Management,” “green recruitment,” “green training,” and “sustainable HRM” in major databases like Google Scholar. The selected literature was then evaluated descriptively and qualitatively to identify trends, patterns, and key themes related to drivers, challenges, and the impact of GHRM implementation in organizations. The authors conducted a narrative analysis by presenting the main findings from various studies, comparing expert opinions, and synthesizing arguments to map progress, gaps, and future research opportunities in the field of GHRM (Susanto et al., 2024).

The strength of the qualitative literature review method lies in its ability to deeply explore meanings and interpretations of research findings related to GHRM, thereby producing contextual and comprehensive understanding. Through this approach, the article is able to formulate critical reflections on GHRM practices and policies developing across various sectors, as well as offer theoretical insights that can enrich both academic discourse and sustainable human resource management practices. The descriptive qualitative approach in the literature review also allows for the articulation of relationships between variables, explanation of empirical findings, and formulation of recommendations based on an in-depth examination of the reviewed sources (Snyder, 2019).

RESULTS AND DISCUSSION

Basic Theory and Conceptual Model of Ghrm

The basic theory of GHRM is rooted in the principles of sustainability and corporate social responsibility (CSR). Human resources are seen as strategic assets that not only contribute to economic performance but also to environmental protection efforts (Marrucci et al., 2021). This theory emphasizes the importance of integrating ecological values into all HR functions such as recruitment, training, performance evaluation, and reward systems. The main foundation of GHRM is Organizational Behavior Theory, which states that employees' attitudes and behaviors are influenced by organizational values and incentive systems. Building a green culture within an organization can encourage employees to act according to sustainability principles. HR is no longer just performing administrative functions but also becomes a catalyst for change towards an organization that is more responsible socially and environmentally (Kalei, 2024).

GHRM It is also influenced by Stakeholder Theory, which positions the company's responsibility not only towards shareholders but also towards all stakeholders, such as the public and the environment. Human resource management is expected to be able to balance business interests with the demands of sustainability from the external environment. HR policies and practices must be designed to consider impacts on the environment and society, in addition to financial performance (Arviansyah & Saraswati, 2025). Stakeholder Theory reinforces the argument that an organization's success depends on its ability to respond to the expectations and needs of various involved parties. By adopting GHRM principles, organizations develop long-term harmonious relationships with stakeholders. This creates a strong foundation for sustainable business growth (Kwerawarni, 2023).

The GHRM conceptual model illustrates the systematic relationship between organizational goals, HR functions, and environmental impacts. This model organizes a framework that shows how HR policies and practices can influence employees' environmentally friendly behavior. A commonly used model is the input-process-output model, where inputs include organizational values and strategies, processes involve the implementation of environmentally conscious HR policies, and outputs encompass employees' green behavior as well as impacts on sustainability (Aditya & Febriani, 2025). Training and development act as the main mechanism for shaping employees' knowledge and skills to support the company's environmental objectives. Evaluation and reward systems are also considered key factors in reinforcing behaviors that support these goals. The model emphasizes that the success of GHRM depends on the alignment between organizational values, HR practices, and the active participation of all members of the organization in its implementation (Suleman et al., 2025). The concept of GHRM cannot be separated from organizational culture theory. A culture that supports sustainability will encourage the implementation of environmentally friendly HR practices more effectively. Organizational Culture Theory emphasizes that shared values, norms, and symbols influence employees' daily behavior. To achieve effective GHRM, organizations must build a work culture that upholds ecological values

(Marrucci et al., 2021). This can be done through consistent internal communication, leadership role models, and reward systems that motivate pro-environmental actions. By creating a green-oriented work culture, organizations foster an environment conducive to the implementation of GHRM policies. This culture also fosters a sense of collective responsibility towards the environment and strengthens employees' commitment to the organization's sustainability mission. Organizational culture becomes an important medium in transforming green values into actual behavior in the workplace (Palguna, 2021). An essential element of the GHRM Theory is the concept of green competencies, which are knowledge, skills, and attitudes that support environmentally friendly practices at the workplace. Green competencies serve as the foundation for designing recruitment, training, and employee development strategies (Bahuguna et al., 2023). Companies need to identify and instill these competencies in every human resource management process so that employees' work behavior aligns with the organization's sustainability goals. These competencies include awareness of environmental issues, the ability to manage resources efficiently, and a commitment to green practices (Nurmadani & Waskito, 2025). Green competencies also plays an important role in creating competitive advantage, as employees with green competencies are able to bring innovation to sustainable business processes (Aditya & Febriani, 2025). Developing green competencies not only contributes to the environment but also to long-term performance achievement. Integrating green competencies into the HR system becomes an important foundation in shaping human resources that are adaptive and environmentally responsible (Ari et al., 2020).

It is important to understand that the role of the recruitment system, in addition to meeting workforce needs, also involves screening individuals who align with the company's sustainability vision. The Person-Organization Fit theory becomes relevant, which is the alignment between an individual's personal values and the organization's values (Hutasuhut et al., 2025). Green recruitment produces employees who are easier to adapt and contribute to environmental programs. This practice includes the use of job descriptions that Emphasizing ecological responsibility, interview questions that evaluate commitment to the environment, and candidate selection based on sustainability values (Nurmadani & Waskito, 2025). With this principle, the company will obtain human resources who are not only technically competent but also sensitive to environmental impact. This model reinforces the position of GHRM as a tool to shape an organizational identity consistent with the green agenda, while also creating a workforce that is more emotionally engaged in the organization's sustainability mission (Parida & Brown, 2021). Motivation theory also serves as an important foundation in GHRM practices, particularly in designing reward and incentive systems that encourage green work behavior. A relevant theory is Herzberg's Two-Factor Motivation Theory, which distinguishes between motivator factors (such as recognition and achievement) and hygiene factors (such as salary and working conditions). Motivators can take the form of recognition for contributions to environmental programs, career development opportunities within green projects, or public acknowledgment of

environmentally friendly innovative ideas. Hygiene factors can be associated with creating a healthy and pollution-free work environment. By combining these two aspects, organizations can build an effective motivation system to encourage pro-environmental behavior (Hutasuhut et al., 2025). This approach shows that GHRM, besides formal policies, also involves how a company creates a conducive psychological climate for active participation in sustainability activities (Putra, 2024). The GHRM conceptual model also includes the development of a sustainability-based training system (Ari et al., 2020). Albert Bandura's Social Learning Theory explains that individuals learn through observation, imitation, and social interaction. Effective training should involve simulations, case studies, and practice directly allowing employees to see concrete examples of environmentally friendly behavior in the workplace. It is important to build a collaborative learning environment, where employees can share experiences and knowledge in applying green principles. This training not only enhances technical competence but also fosters environmental awareness as part of a professional identity. With the principles of social learning, GHRM can more effectively strengthen the internalization of sustainability values. This helps shape a long-term mindset among employees, reflected in work habits and daily decisions that are more ecological (Munawarah et al., 2025). The GHRM evaluation model is based on the principle that the success of human resource policies should be measured not only through productivity indicators but also through contributions to environmental goals. The Balanced Scorecard, as one of the strategic management tools, has been expanded in its use to include the perspective The environment in organizational performance assessment. GHRM contributes to the internal process and learning & growth dimensions by measuring the extent to which human resource practices support emission reduction, energy efficiency, and environmentally friendly innovation (Arviansyah & Saraswati, 2025). Training performance is evaluated based on its impact on employees' environmental awareness, in addition to the number of training hours. By adopting an expanded Balanced Scorecard approach, organizations can ensure that sustainability aspects truly become part of business strategy and decision-making. This makes GHRM an integral element of a future-oriented holistic performance measurement system, not merely focused on financial outcomes (Annisa et al., 2024). Organizational Adaptation Theory also makes a significant contribution to explaining the dynamics of GHRM implementation. Organizations need to adjust their structure, systems, and processes to face external environmental pressures such as government regulations, consumer expectations, and global market dynamics. GHRM becomes an adaptive response to changes in external expectations related to sustainability. This adaptation includes modifying HR policies to align with applicable environmental standards, as well as strengthening internal capacity to proactively address ecological issues. Through an adaptive approach, organizations can maintain their relevance and competitiveness amid increasing demands for greener businesses (Sophi et al., 2025). Besides being a strategic choice, GHRM is also a functional necessity in a dynamic business environment.

Adaptability becomes a key factor in ensuring that HR practices remain relevant and make a tangible contribution to the organization's environmental goals.

In the development of the GHRM conceptual model, the integration between change management and transformational leadership becomes very important. Transformational leadership emphasizes long-term vision, inspiration, and the ability to motivate employees to transcend personal interests for the sake of collective goals. In the context of GHRM, leaders act as change agents who promote pro-environmental behavior by setting an example and providing moral support (Handayani et al., 2025). This model shows that the shift towards sustainable HR practices requires leaders who can create a sense of urgency about environmental issues and build collective commitment (Nurmadani & Waskito, 2025). Leaders who possess integrity and consistency in implementing green values will find it easier to move the organization in the desired direction (Susita & Murdiono, 2024).

The systemic approach becomes an integral part of the GHRM conceptual model, which positions the organization as an open entity influenced by and influencing its surrounding environment. All organizational elements, including structure, processes, culture, and technology, must support each other to achieve sustainability goals. GHRM acts as a link between the company's environmental strategy and individual employee behavior (Karta, 2025). HR policies cannot stand alone but must be developed in an integrated manner with other policies such as operational management, green marketing, and sustainable product innovation. This approach helps organizations avoid policy fragmentation and ensures alignment across departments. Feedback from both internal and external environments is crucial for continuous evaluation and improvement. With a systemic approach, GHRM becomes part of the adaptive organizational learning mechanism that is responsive to changes in social and ecological conditions dynamically (Rasheed & Alam, 2020). Besides the major theoretical approach, GHRM can also be supported by microbehavioral principles, such as Habit Theory and Social Norm Formation in the Workplace. Environmentally friendly behavior is often not solely the result of rational decisions, but also due to habits formed through repetition, reinforcement, and social influence. In the GHRM model, it is important to create a system that consistently encourages the repetition of green behaviors such as turning off lights, sorting waste, or using energy-efficient equipment (Karta, 2025). Social norms formed through the influence of coworkers and leaders will strengthen the internalization of sustainability values. If environmentally friendly behavior becomes a socially valued standard, employees will be more motivated to follow it (Desi Soviana et al., 2022).

The conceptual model of GHRM also needs to consider contextual factors such as national culture, industry sector, and the organization's readiness for green transformation. Each organization has unique characteristics that influence how GHRM policies are designed and implemented (Aftab et al., 2023). Manufacturing companies will face different challenges and opportunities compared to organizations in the service or information technology sectors. National cultural values such as collectivism or individualism affect the

effectiveness of employee engagement strategies in environmental programs. The developed GHRM model must be flexible and adaptive to these contexts. This approach allows organizations to optimize the implementation of GHRM without having to follow a universal standard pattern (Pilania, 2024).

The implementation of the GHRM conceptual model must also pay attention to aspects of evaluation and continuous improvement. It is not enough to merely develop policies and strategies at the outset; organizations need to establish mechanisms for regular monitoring and evaluation of GHRM program implementation (Aftab et al., 2023). This evaluation includes measuring environmental impact, employee engagement, training effectiveness, and sustainability-based performance outcomes (Arviansyah & Saraswati, 2025). The data obtained from the evaluation process will serve as a basis for strategic decision-making and policy refinement. Implementing the principle of continuous improvement allows companies to respond more quickly to changes in the external environment and internal needs (Aditya & Febriani, 2025). This aligns with modern management approaches that are agile and data-driven (Karta, 2025).

The development of the GHRM conceptual model is also greatly supported by advancements in information technology and data analytics. Thanks to digital-based human resource management systems, organizations can now collect and analyze employee behavior data in the context of sustainability more accurately and efficiently. This data includes patterns of energy use in the workplace, participation in environmental training, and contributions to internal CSR programs (Ari et al., 2020). This data analysis is then used to identify intervention areas, design appropriate training programs, and set success indicators. Technology also enables organizations to automate environmentally friendly HR practices, such as e-recruitment, paperless administration, and online learning platforms. With the support of technology, the GHRM model can be implemented more effectively, measurably, and can be tailored to the needs of the organization (Ari et al., 2020). This strengthens the role of technology as an enabler of human resources transformation towards sustainability (Zaid & Jaaron, 2021).

CONCLUSIONS AND RECOMMENDATIONS

Green Human Resources Management (GHRM) has been proven to play a strategic role in achieving organizational sustainability goals by integrating environmentally friendly principles into all activities and human resource management policies. This approach is key to promoting a work culture that is environmentally conscious, which directly impacts the improvement of performance, retention, and employee loyalty across various industry sectors. Various studies indicate that implementing GHRM significantly influences employees' green behavior while simultaneously boosting productivity and job satisfaction. Green recruitment practices, continuous training, and environmentally-based reward systems contribute to building a collective commitment to preserving nature, while also strengthening the organization's identity as an ecologically responsible institution.

The development of GHRM also serves as a catalyst in building a leadership style oriented towards sustainability – particularly inclusive and green transformational leadership – which is capable of inspiring creativity, innovation, and synergy in the implementation of sustainability programs. Ethical leadership that consistently adheres to green principles has been shown to enhance employee engagement with the organization's mission and cultivate long-term pro-environmental motivation.

Another contribution of GHRM is its ability to manage organizational cultural change towards a more adaptive, responsive, and collaborative work system amid external dynamics such as regulatory changes, increasing consumer demands, and growing environmentally conscious global competition. Organizations that successfully internalize sustainability values within their human resource systems demonstrate resilience in facing future challenges and can maintain business relevance.

In addition to supporting business objectives, the implementation of GHRM also has a positive impact on operational efficiency and environmental risk management, particularly through waste reduction, energy savings, and the reduction of legal and reputational risks related to ecological issues. The implementation of technology and digitalization in GHRM serves as a strategic lever that enhances the effectiveness and monitoring of sustainability programs within the company.

The adoption of GHRM across various industrial sectors demonstrates the flexibility and adaptability of the model, allowing it to be applied according to the characteristics of the organization and local needs. The development of participatory policies and stakeholder engagement further expands its impact and strengthens an inclusive and sustainable work ecosystem.

Overall, this article emphasizes that GHRM is not merely a temporary trend, but a fundamental transformation in human resource management to address future environmental and social challenges. By placing sustainability as a core pillar, organizations are expected to build work systems that support the achievement of economic, social, and ecological goals in a balanced manner, while enhancing competitiveness in a market that increasingly demands collective responsibility for the preservation of the planet.

FURTHER STUDY

This study still has limitations, so further research is needed on the topic of Green Human Resources Management: An Overview of Environmentally Conscious Human Resource Governance to refine this study and increase insight for readers and authors.

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