

GREEN HUMAN RESOURCE MANAGEMENT: A HOLISTIC REVIEW OF ENVIRONMENTAL SUSTAINABILITY IN HR PRACTICES

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ABSTRACT

The issue of environmental sustainability has become a strategic imperative of serious concern to organisations across the globe thus creating an increased interest in such practices which incorporate ecological responsibility into the management systems. The current article provides an in-depth overview of the concept of Green Human Resource Management (GHRM) and the role it plays in advancing the idea of environmental sustainability in the organisational setting. Based on existing literature and recent empirical research, the analysis questions how effective the green recruitment, training, performance management and reward systems are in helping to cultivate environmentally responsible employees, in achieving high ecological results. Results highlight that green behaviour of employees represents the key driver between HR practices and the performance of the organisation through its environmental environment, and that top-management approval and organisational green culture can be used as appropriate moderators that positively influence or limit the effectiveness of GHRM initiatives. Despite the widening of its relevance, the review reveals various gaps in the body of GHRM research, such as a lack of conceptualization, limited empirical data produced in developing nations, and the lack of a common measurement system. Based on this, the study hypothesises a conceptual model integrating behavioural and organisational-determinants in a bid to explain the mechanisms via which HR practices affect the sustainability outcomes. Overall, the review has come to a conclusion that GHRM is a strategic framework that is holistic in its nature of integrating environmental sustainability in organisational systems and also presents promising research and implementation opportunities in the future.

Keywords: Environmental sustainability, Human Resource Management, Green Human Resource Management, organizational environmental performance, standardized measurement frameworks

INTRODUCTION

Over the past few decades, environmental sustainability has moved from being a minor concern for corporations to becoming a major strategic focus for enterprises all over the world. As environmental problems including climate change, pollution, resource depletion, and ecological degradation get worse, organizations are under more pressure to embrace ecologically

responsible practices (Awewomom et al., 2024). Governments, customers, employees, and worldwide regulatory organizations now need businesses to be environmentally friendly and show that they are serious about decreasing their environmental impact (Mehmood et al., 2024). This changing world has made it even more important to make sustainability a part of all of

an organization's responsibilities. Human Resource Management (HRM) has become one of the most powerful tools for reaching long-term environmental goals (Alemu et al., 2025). The uploaded article's thorough review says that adding sustainability to HRM is an important first step toward building a workforce that can help the organization go green and make sure that environmental management systems are put into place successfully (Papademetriou et al., 2025).

The human resource management has always focused on enhancing employee performance, smoother operations of the organisation, and better culture at the workplace. Modern HRM models, nevertheless, realise that employee behaviour has a direct impact on organisational performance in terms of environmental performance (Ayanponle et al., 2024). The article under analysis has shown that sustainability-oriented companies are resorting to Green Human Resource Management (GHRM) so that their workforce-management practices could be coordinated with their environmental agenda (Ojokuku et al., 2024). GHRM refers to the methodical integration of environmental aspects in HR procedures in terms of recruiting, training, development, performance appraisal, and reward distribution with the end goal of developing an environmentally aware workforce, sustainable skills, and intrinsically motivated to protect nature (Benevene et al., 2020). This transformation suggests an increasing amount of agreement that technology cannot positively influence environmental results; therefore, environmental care should establish itself in organisational culture and daily employee behaviour (Keller et al., 2024).

The study also highlights the fact that the GHRM is based on perceptions that the employees are fundamental agents in either the formation or maintenance of a green organisational culture (Shahzad et al., 2023). An example is the green recruitment which is guaranteed so that the new employees have environmental values or competencies in line with sustainability objectives. Green training programs contribute to developing the environmental awareness of the employees, encourage the prudent use of the resources, and develop the innovative ideas about the

environmental protection. Green performance appraisal systems can be used to assess employees on the basis of their contribution towards environmental initiatives and green reward systems offer incentives that can be used in motivating a green behaviour. (Lahmidi et al., 2025). When used together, these strategies create a synergistic sustainability ecosystem in the workplace that helps businesses accomplish both their internal performance goals and their external environmental responsibilities (Ispiryan et al., 2024). According to the article, personal environmental values applied in business enhance the well-being of employees, their contentment, and their motivation.

Moreover, the studies analyzed in the article highlight the increased awareness that sustainability is not just a trend in a corporate responsibility but a strategic factor that can make an organization more competent (Lăzăroiu et al., 2020). Companies using green human resource management get various advantages, such as lower costs of operation due to efficient utilization of resources, heightened innovation in environmental technologies, improved branding in employers, and amplified trust among the stakeholders. Green workers are more likely to be dedicated, effective, and interested in their companies, especially regarding eco-evangelism (Shahbaz et al., 2025). This is in line with international efforts of sustainable development including the United Nations Sustainable Development Goals (SDGs) that regard the integration of all business operations including the human resource management as a whole to support sustainable progress. Companies may show that they are responsible members of society and create long-term value for stakeholders by putting green values into their HR processes (Van Tulder et al., 2021).

As it is highlighted in this paper, environmental sustainability in human-resources (HR) practices is not a one-dimensional phenomenon; on the contrary, it requires a holistic, multi-level, structural, behavioral, and cultural alignment. The HR professionals need to be the champions of the sustainability, altruistic in terms of policy development, employee involvement, environmentally friendly leadership, or strategic alignment of ecological goals (Adegoke et al., 2024). The review argues that without the

involvement of the HR, the environmental policies may end up being purely symbolic or not well executed. Thus, green human-resource management (GHRM) plays a central role in ensuring that sustainability as an abstract policy is transformed into concrete workplace behaviors, thus significantly changing the role of HRM. Unlike in the past where HRM was only concerned with employee development, it is currently a safeguard of the environment as well as increasing longevity of the organisation (ZĂTREANU et al., 2024).

Although GHRM receives increasing attention, the research shows that the concept of the field is still immature and exhibits conceptual inconsistencies and lacks congruence in the meaning across organizational sectors and countries (Ye et al., 2023; Miah et al., 2024). The deployment of green HR systems is a problem encountered in many organizations due to the lack of knowledge, executive support, and inability to measure the environmental impact of HR practices (Bangura et al., 2024). The reviewed literature highlights a necessity of better-defined frameworks, standardized GHRM models and greater empirical research that connects HR practices and environmental performance (Shrestha et al., 2022). The theoretical development of Green Human Resource Management (GHRM) and its practical relevance in a variety of organisational settings requires the need to address these gaps (Miah et al., 2024).

This paper will provide an in-depth critique of GHRM, but this critique is placed in the context of global sustainability requirements and the strategic role of HRM as it is shifting to address the environmental goals. It consists of an all-encompassing view of how the HR practices can internalise environmental sustainability through a combination of existing scholarship, fresh conceptualisations, and empirical case study. The study enhances the understanding of the causes, problems, and future trajectories of GHRM, highlighting HRM's critical role in promoting ecological responsibility and influencing sustainable organizational futures (Ye et al., 2023).

Literature Review:

The idea of Green Human Resource Management (GHRM) has gotten a lot of

attention from researchers as businesses realize how important their workers are to making the environment more sustainable (Renwick et al., 2013; Jackson et al., 2011). According to the reviewed paper, the evolution of GHRM is linked to a broader trend toward sustainable business models, in which environmental stewardship is regarded as a critical component of corporate performance (Jabbour & Jabbour, 2016). Initial investigations into environmental management primarily focused on technological and operational modifications; however, recent research underscores that environmental performance is largely influenced by employee attitudes, skills, and conduct (Daily & Huang, 2001), as well as by the strategic incorporation of HR practices that foster pro-environmental behaviors (Govindarajulu & Daily, 2004). This insight established HRM as an essential resource for integrating environmentally sustainable principles across all levels of the organization (Cherian & Jacob, 2012).

1. Evolution of Green HRM

According to the literature, GHRM came about when sustainability, strategic HRM, and environmental management systems came together (Jabbour & de Sousa Jabbour, 2016; Tang et al., 2018). Researchers like Renwick et al. (2013) say that HRM practices have a direct effect on how motivated employees are to take part in environmental activities. This makes HRM an essential aspect of corporate sustainability. This paper offered emphasizes that environmental objectives cannot be realized without aligning HR policies with ecological goals, as employees play a crucial role in translating environmental strategies into practical workplace actions (Pham et al., 2019; Dangelico & Pujari, 2010).

2. Definitions and Conceptualizations of GHRM

The available literature introduces a variety of theoretical definitions to support the multidimensional concept that Global Human Resource Management (GHRM) has (Zoogah, 2011). Opatha and Arulrajah (2014) describe GHRM as the merging of environmental management to human resource practices, whereby it is implemented by creating green

knowledge, green skills, and green motivation in the employees.

This definition has also been extended by scholars to defining it as the development of organizational cultures that are environmentally conscious (SRIMAI & KHAIRUL, 2019; Sharma and Gupta, 2019). The article argues that GHRM should go beyond compliance with the environment, with an intention to foster environmentally awareness attitudes and organisational systems that support sustainable behaviour at individual and group levels (Amrutha and Geetha, 2020)

3. Theoretical Foundations of Green HRM

Academic discourse builds GHRM upon several theoretical pillars:

a. Resource-Based View (RBV)

The RBV suggests that long-term competitive advantage is largely in the form of employees (Barney, 1991). The organizations that have skilled and motivated employees to work in an ecologically friendlier manner can better implement successful green initiatives (Jabbour, 2011). The article underlines that the GHRM strategies develop a workforce with unique environmental competencies that contribute to the sustainability of a company (Tang et al., 2018; Mazur, 2016).

b. Ability–Motivation–Opportunity (AMO) Theory

The paper aligns with the AMO framework, suggesting that green HRM practices improve:

- **Ability** through green training and hiring,
- **Motivation** through green rewards and appraisals,
- **Opportunity** through employee participation in environmental programs.

c. Social Exchange Theory

As stated by Paille and Mejia-Morelos (2014), pro-environmental behavior is one of the repeated behaviors by which employees can express their appreciation to the support of the corporation. Kim et al. (2019) proves the fact that environmental programs can complement trust, commitment, and alignment of the employees with sustainability goals. Taken together, all these views support the idea of Green Human Resource Management (GHRM) as a procedural model that helps to better engage employees in environmental programmes (Pham et al., 2020).

4. Green HRM Practices in Existing Literature

A significant portion of GHRM research focuses on how HR functions incorporate environmental considerations. The uploaded review organizes these practices across the HR lifecycle:



Figure 1: Green HRM Practices

This figure 1 illustrates the fundamentals of Green Human Resource Management which are green recruitment, training, performance management, employee involvement and rewards. All these practices will foster the

development of the environmentally responsible behaviours in the employees and also aid the overall sustainability objectives of the organization.

Table 1: Summary of Core Green HRM Practices

GHRM Practice	Description	Expected Employee Outcome	Environmental Impact	Reference
Green Recruitment & Selection	Hiring individuals with environmental awareness, values, and competencies	Employees aligned with sustainability goals	Stronger green culture and eco-focused workforce	Renwick et al. (2013)
Green Training & Development	Training to improve knowledge of environmental policies, resource conservation, and eco-friendly behaviour	Green skills, improved awareness, behavioural change	Reduced waste, better resource efficiency	Jabbour & de Sousa Jabbour (2010)
Green Performance Management	Including environmental KPIs in employee evaluations	Greater accountability for sustainable actions	Improved environmental compliance & monitoring	Guerci et al. (2016)
Green Rewards & Compensation	Incentives for participation in green initiatives	Motivation to engage in pro-environmental behaviour	Higher involvement in energy saving, waste reduction	Kim et al. (2019)
Green Employee Involvement	Participation in environmental programs, committees, and decision-making	Enhanced commitment and ownership	Strengthened environmental performance	Paillé & Boiral (2013)

a. Green Recruitment & Selection

According to researchers, job descriptions, selection criteria, and company branding all have a significant impact on attracting environmentally conscious applicants (Sudin, 2011; Mandip, 2012). Green recruitment demonstrates a company's commitment to sustainability, altering applicant attitudes and attracting talent who shares environmental values (Ahmad, 2015).

b. Green Training & Development

Green training improves environmental competencies by instructing employees on how to reduce pollution, conserve resources, and implement eco-efficient practices (Zoogah, 2011). According to research, environmental training makes employees more interested in sustainability projects and motivates them to be

creative in green ways (Jabbour & de Sousa Jabbour, 2010).

c. Green Performance Management

Integration of environmental indicators such as waste minimisation and lowering energy use into performance appraisals facilitates green behaviour. The empirical data show that the introduction of sustainability requirements into the frameworks of assessment raises the likelihood of employees to take part in environmentally friendly behavior (Renwick et al., 2013; Guerci et al., 2016).

d. Green Rewards & Compensation

Green incentives regardless of whether they are monetary or not help to encourage employees to engage in environmentally positive actions. A deep-rooted adherence to proper environmental

practices is supported by the manner in which appreciation schemes, awards, and financial incentives are structured with reference to environmental performance metrics (Kim et al., 2019).

e. Green Employee Empowerment & Participation

Researchers have emphasized the significance of employee involvement in environmental committees, recommendation system and decision making processes. This empowerment increases the sense of ownership of sustainability programs and develops a long-term ecologically responsible behavior (Paillé & Boiral, 2013). Besides, this paper synthesises these practices and states that corporations need a holistic approach and not the isolated interventions to bring about substantive environmental results. This paper summarizes these practices and underlines the importance of corporations using a holistic approach rather than discrete initiatives in order to achieve meaningful environmental effects.

5. Organizational Outcomes of Green HRM

Extensive empirical research demonstrates that GHRM practices generate significant organizational benefits:

- **Environmental performance:** Reduced pollution, increased resource efficiency, lower carbon footprint
- **Operational improvements:** Cost savings from energy conservation and waste reduction
- **Human resource outcomes:** Higher employee morale, improved job satisfaction, and stronger organizational commitment
- **Strategic advantages:** Enhanced corporate reputation, compliance with environmental legislation, competitive advantage

The analyzed paper highlights the idea that the results under consideration depend on the behavior of the employees, especially the green organizational citizenship behavior (GOCB). This action emerges when employees willingly participate in environmental projects that are beyond the job requirements normally prescribed to them (Boiral and Paillé, 2012).

Although the current scholarly attention to Green Human Resource Management has

increased, several significant problems and gaps in research continue to incur a negative effect on its wider implementation and development (Yong et al., 2020). One of the main problems that one can notice in the existing literature is the lack of empirical research that has been performed in the developing economies. The nature of these areas is that they have nascent environmental sustainability practices and organizational infrastructures that are significantly different as compared to those that dominate in more industrialized settings (Mtembu & Govender, 2020).

Moreover, researchers have found significant differences in the conceptualisation and definition of GHRM, which led to the poor theoretical base and disparate usage in the fields (Dumont et al., 2017). Another gap is in the lack of clear-cut structures and assessing tools to understand the success of GHRM interventions, which hamper the evaluation of their impact on organisational and environmental indicators (Kim and Kim, 2020). On the other hand, the scarce longitudinal studies examine the long-term sustainability effects of HR-sponsored environmental programmes, especially the effects on the long-term organisational performance (Pham et al., 2019). The practical challenges that complicate the successful implementation of GHRM are the following: a lack of sufficient resources, their limited awareness, and the lack of executive support (Ojo et al., 2021).

The literature review emphasizes the need to have future studies use an integrative and multidisciplinary approach by incorporating the psychological, organizational, and environmental approaches in understanding the role of HR practices in shaping sustainable behavior and enhancing ecological performance (Amrutha and Geetha, 2020).

Overall, the literature consistently indicates that Green Human Resource Management functions as a crucial mechanism for organizations to promote sustainable behavior and attain significant environmental results (Pinzone et al., 2016). Organizations can increase employee engagement in sustainability initiatives and cultivate an ecologically responsible workplace culture by incorporating environmental considerations into core HR functions such as recruitment, training, performance

management, and rewards (Bombiak & Marciniuk-Kluska, 2018). The reviewed work contributes to this understanding by providing a thorough synthesis of how HR practices match with environmental management, demonstrating that employees play a critical role

in advancing corporate sustainability (Roscoe et al., 2019). Existing research confirms that GHRM not only promotes environmental goals but also improves organizational performance, making it an essential component of current sustainability strategies (Yong et al., 2019).

Conceptual Framework



Figure 2: Conceptual model linking Green HRM practices to environmental performance with moderating organizational factors

1. Overview of the Model

The conceptual framework figure 2 proposes that Green HRM Practices influence Employee Green Behaviour and, ultimately, Organizational Environmental Performance (Paillé & Boiral, 2013). Two moderating elements, organizational culture and top management support, can boost or reduce this relationship (Mittal & Dhar, 2016; Norton et al., 2015). The model supports the article's claim that environmental sustainability can't be reached without combining HR practices, organizational systems, and behavioral aspects (Jabbour & de Sousa Jabbour, 2016; Dumont et al., 2017).

2. Explanation of Constructs

a. **Green HRM Practices (Independent Variable)**
Green HRM practices represent the environmentally harmonious human resource operations (Jabbour, 2013). These include green

recruitment, green training, green performance appraisal, and green reward systems (Renwick et al., 2013; Tang et al., 2018), thus developing the capacity, incentive, and a chance to acknowledge socially responsible behaviour among employees. sThis type of practices helps to create the requisite environment to engage in pro-environmental behavior in line with the AMO theory (Appelbaum et al., 2000; Paillé et al., 2014).

b. Employee Green Behaviour (Mediating Variable)

Employee behaviour serves as the essential link between HR initiatives and environmental outcomes. Literature highlights green behaviour in two main forms:

- **Task-related behaviour** (e.g., reducing waste, saving energy)

- **Voluntary green organizational citizenship behaviour (GOCB)**

Employees who possess environmental knowledge, strong ecological values, and motivation are more likely to exhibit sustained green behaviour. GHRM practices help develop these outcomes by shaping employees' awareness, beliefs, and attitudes.

c. Organizational Environmental Performance (Dependent Variable)

Environmental performance refers to measurable results, which represent the extent to which an organisation is able to reduce its impact on the environment (Huselid and Becker, 2011). The results include energy saving, reduced carbon emissions, environmental laws, energy waste, and wise use of natural resources (Lo et al., 2012). The reviewed literature highlights that the employee involvement and organisational support systems used directly derive environmental performance (de Sousa Jabbour et al., 2012; Guerci et al., 2016).

3. MODERATING FACTORS

a. Top Management Support

Based on the literature reviewed, sustainability is only achieved successfully when leadership plays an active role in supporting the green initiatives of the organization. Leaders influence distribution of resources, implement policy, communicate and motivate workers. The association between the GHRM practices and the green behavior is strengthened when the top management focuses on environmental goals (Lo et al., 2012).

b. Organizational Green Culture

The supportive green culture establishes environmental values within the daily behaviours of the employees, and this has the effect of strengthening the influence of GHRM by normalizing the sustainability-oriented behaviours. On the other hand, the HR-initiated sustainability efforts can be sabotaged by a weak or incongruent culture (Renwick et al., 2013).

4. THEORETICAL SUPPORT FOR THE MODEL

a. Ability–Motivation–Opportunity (AMO) Theory

Green behaviour is more likely to occur with the contribution of GHRM practices that involve improvement in the environmental capabilities (skills), motivation (rewards, appraisals), and opportunity (participation in green initiatives) of employees.

b. Resource-Based View (RBV)

Skilled employees who are environmentally competent turn into a special organizational asset which adds to the competitive advantage by enhancing environmental performance.

c. Social Exchange Theory

Once satisfied with the green HR practices, the employees tend to give back in terms of voluntary green behaviours that improve sustainability outcomes.

This theoretical model presents a claim that GHRM > Green Behaviour > Environmental Performance that is mediated by leadership and culture is a holistic way in which HR practices can help achieve environmental sustainability (Pailé and Boiral, 2013). The model places employees in the core of the ecological change and is closely aligned with the information provided in the uploaded paper on the behavioural basis of the organizational sustainability.

Discussion:

The current review highlights the emerging strategic nature of Green Human Resource Management (GHRM) concerning its role in promoting sustainability of organisational environment (Roscoe et al., 2019; Pinzone et al., 2016). The practices of GHRM are consistently found to be deep drivers of employee environmental friendliness behaviour throughout the extant body of literature hence form the main mechanism through which organisations can achieve a concrete environmental change (Dumont et al., 2017). The theoretical framework that is promoted in this study shows that the synergetic impacts of green recruitment, training and performance management along with reward programmes contribute to the level of awareness, motivation,

and the ability of the employees to participate in the ecological initiatives (Renwick et al., 2013). Such findings support the preceding literature, which states that GHRM does not only make organisations engage in responsible environmental practices but also supports the competitive advantage through increasing organisational reputation, reducing the operational costs and establishing a green culture (Bombiak and Marciniuk-Kluska, 2018). The analysed papers also suggest that the companies that successfully unite HR and environmental systems have better abilities to achieve the long-term sustainability goals since workers are no longer passive observers but active members of the environmental management (Yong et al., 2019).

A critical observation that came out of this review relates to the moderating effect of the executive leadership support and the existing organisational culture (Bombiak & Marciniuk-Kluska, 2018). According to the reviewed study, firms that effectively connect HR and environmental systems have a greater opportunity to achieve long-term sustainability goals because employees be actively engaged in environmental management rather than passive observers (Yong et al., 2019).

An essential insight arising from this review is the moderating effect of executive leadership support and organizational culture. Even the most comprehensive GHRM practices may not achieve the desired results without commitment from leadership or a supportive cultural environment (Mittal & Dhar, 2016). The examined study emphasizes the critical role of top management in allocating resources, establishing sustainability objectives, and cultivating a shared commitment to environmental management (Norton et al., 2015). A strong green culture also encourages green behavior by making environmental values normal across all departments and levels (Roscoe et al., 2019).

This result emphasizes the need for GHRM to work in collaboration with company leadership and culture in order to optimize its efficacy. Despite its great potential, GHRM faces various problems that limit its adoption and theoretical advancement (Dumont et al., 2017). This study shows limitations such as imprecise conceptual definitions, a lack of standardized measuring

methodologies, and an inadequate amount of empirical research from developing countries (Mtembu & Govender, 2020). These mistakes make it harder to compare results from different investigations and make it harder to build a single theoretical framework. Organizational hurdles such as low environmental awareness, insufficient training expenditures, and insufficient leadership engagement also restrict the successful implementation of GHRM practices (Ojo et al., 2021). According to the reviewed paper, many firms are still in the early or symbolic stages of sustainability adoption, executing green activities superficially rather than systemically (Yong et al. 2020).

The discussion also emphasizes the need for more integrative, interdisciplinary research that includes human resource management, environmental psychology, environmental science, and organizational behavior (Amrutha and Geetha, 2020). The conceptual model presented in this article introduces an integrated framework that encompasses behavioral mediators and organizational moderators, providing a more comprehensive perspective than previous research (Renwick et al., 2013). Future empirical research should apply this model to other sectors and cultural situations to validate its application and theoretical significance (Jabbour & de Sousa Jabbour, 2016). Long-term research are also required to understand how sustained GHRM adoption affects environmental performance over the years (Guerici et al., 2016). Comprehensively, the discussion validates the fact that Green Human Resource Management (GHRM) is an imperative nexus between the HR practices and environmental sustainability (Roscoe et al., 2019). Companies that correlate their HRM systems with the aim of sustainability tend to hire people that demonstrate ecological concern, thus attaining higher ecological results (Pinzone et al., 2016). The research has a place in the current academic discussion as it summarizes available literature and offers a detailed conceptual model, as well as practical information to practitioners who might want to incorporate environmental values into HR practices (Amrutha and Geetha, 2020).

Conclusion:

This review demonstrates that GHRM is fundamentally relevant in promoting the environmental sustainability of an organization. Through incorporating the ecological concepts in HR practices, by factoring in recruiting, training, performance management and reward systems, organizations can produce a workforce that is both aware and participative in sustainable practices. The reviewed evidence identifies employees as the key dimension of the connection between green initiatives developed by the HR and the environmental performance of the organizations. Employees are the strength of changing the ecology in their companies when they have the skills, motivation, and possibilities to behave in a sustainable manner. The research also supports the relevance of top-management support and the green culture within the organization as the key pre-condition of the success of GHRM implementation. Leadership commitment provides the strategic and resources needed to implement sustainability action and supportive green culture instills ecological values into day-to-day organizational practices. These facilitating factors cannot be ignored because they may not produce significant results without these well-designed GHRM practices. Although its role has been increasing, the field is facing a number of conceptual and practical issues. These are mismatched definitions of GHRM, the absence of uniform measurement systems, small body of empirical testing by emerging economies, and a paucity of insight into long-term impacts. The interdisciplinary study to incorporate HRM, environmental management, sustainability science, and organizational behavior will be necessary in order to address these gaps. On the whole, this review has established that GHRM is a holistic and strategic way of integrating sustainability in organizational systems. Human resource practices can be adjusted to align with environmental goals to accomplish not only environmental footprint but enhance competitive advantage and social legitimacy of the organization. With the global sustainability demands rapidly increasing, GHRM presents a viable and effective avenue through which organizations can incorporate the concept of environmental responsibility into their long

term vision, as well as the reality of their operations.

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