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Green Human Resource Management (GHRM) Strategies to Enhance Corporate Performance in Building a Sustainable Business

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Abstract. This study aims to analyze the implementation of Green Human Resource Management (GHRM) as a sustainability-oriented human resource strategy to support organizational performance in building sustainable business practices. The research employed a literature review method by examining various scientific sources, including journals, articles, and conference proceedings related to Green Human Resource Management, organizational performance, and sustainability. The findings indicate that Green Human Resource Management effectively encourages environmentally responsible employee behavior, enhances work engagement, and strengthens digital and green service innovation. Moreover, Green Human Resource Management contributes significantly to improving sustainable organizational performance in both private and public sectors. However, the effectiveness of Green Human Resource Management implementation is influenced by leadership commitment, organizational culture, and technological readiness. Therefore, Green Human Resource Management functions not only as an internal HR management practice but also as a strategic approach for balancing economic, social, and environmental goals to achieve long-term competitiveness.

Keywords: *Green Human Resource Management, Organizational Performance, Green Behavior, Sustainable Business.*

INTRODUCTION

Over the past few years, the business world has been confronted with major transformations, particularly the growing awareness of environmental issues and the global demand for sustainability. Phenomena such as climate change, resource scarcity, and increasing consumer expectations regarding social and environmental responsibility have driven companies to shift their strategic orientation (Samosir, 2022). Furthermore, the emergence of issues related to environmental degradation caused by production activities has become an urgent concern for companies in determining a sustainable business orientation (Sariafriza & Khadafi, 2024).

At present, corporate orientation is no longer solely focused on achieving economic profit but also emphasizes the importance of environmentally friendly business goals and strategies (Kehista, Faeni, & Fikri, 2024). Many companies have begun to adopt sustainable business practices, such as energy efficiency, production waste recycling, and the implementation of policies related to environmental preservation initiatives (Nurmadani & Waskito, 2025). One notable

example is Unilever. One of the world's largest trading companies, which has implemented environmentally friendly practices in its business operations (Kurniawati, 2023). The company is committed to continuously involving community participation in its environmental sustainability mission (Kurniawati, 2023). This paradigm shift has also contributed to the transformation of traditional financial and economic systems toward a green economy, in which sustainability becomes the central focus of corporate strategic decision-making (Al-Ghalabi, Alsheikh, Al-Shamaileh, & Altarawneh, 2024).

One of the approaches that has emerged as a practical implementation of sustainability principles is Green Human Resource Management (GHRM). Green Human Resource Management is defined as activities carried out by the human Resource department to enhance positive environmental outcomes through ecologically conscious management of human Resource (Sariafriza & Khadafi, 2024). This concept emphasizes the integration of environmentally friendly values across all human resource management functions, including recruitment, training, performance appraisal, and compensation systems that encourage environmentally sustainable behavior.

The implementation of Green Human Resource Management offers several advantages for companies, such as improving employee health, enhancing corporate image, fostering skilled and dedicated employees, reducing production costs through waste recycling, and minimizing direct environmental impacts (Kurniawati, 2023). Green Human Resource Management is an applied strategic corporate policy for sustainable human resource management by incorporating environmental considerations as an integral part of operational processes (Sariafriza & Khadafi, 2024).

This approach is considered relevant because it not only focuses on improving efficiency and productivity but also fosters ecological awareness in every managerial policy and practice implemented by the company (Handayani, Khuzaini, & Shaddiq, 2025). Therefore, the application of Green Human Resource Management can serve as a key strategy in creating a balance between business success and environmental sustainability, while simultaneously strengthening the company's image as a socially and ecologically responsible organization.

Furthermore, numerous researchers have utilized Green Human Resource Management as the focus of their studies. This topic is highly relevant to the current condition in which companies are gradually shifting their business models toward sustainability-oriented practices. However, there remains a research gap among existing studies on this topic. First, most prior research tends to emphasize the influence of Green Human Resource Management on employees' green behavior, while limited studies have explored the integration of Green Human Resource Management in supporting comprehensive sustainable business strategies. Second, contextual factors such as leadership, organizational culture, and technological readiness have not been thoroughly examined in previous literature. Therefore, this study is significant in exploring how Green Human Resource Management functions not only at the operational level of human resource management but also as a corporate strategy for building sustainable business practices.

LITERATURE REVIEW

1. Green Human Resource Management

Green Human Resource Management (GHRM) refers to a set of policies, practices, and systems within organizations designed to motivate employees to engage in environmentally friendly work behaviors for the benefit of the environment, business, and society (Insani & Rizky, 2024). Darmawan, Sari, and Sagitarini (2022) explain that Green Human Resource Management plays a crucial role in shaping organizations to enhance performance while fostering an environmentally sustainable organizational culture. Furthermore, Sariafriza and Khadafi (2024) emphasizes that Green Human Resource Management focuses on the effective and efficient utilization, development, and management of both human and natural Resource to achieve sustainable objectives. Through the implementation of such strategies, companies are expected to improve their performance, particularly in relation to environmental and ecological aspects (Isrososiawan, Rahayu, Wibowo, & Dewatmoko, 2020).

Darmawan, Sari, and Sagitarini (2022) state that Green Human Resource Management encompasses activities related to the development, implementation, and continuous enhancement of human resource management systems based on environmentally friendly principles. The primary function of human Resource is to educate and encourage employees to adjust their work patterns toward greener practices in alignment with organizational goals. Therefore, the implementation of Green Human Resource Management practices are expected to contribute positively not only to organizational performance but also to environmental preservation

Green Human Resource Management focuses on the effectiveness of organizational management in implementing environmentally oriented work behaviors. Through the adoption of green practices, companies not only demonstrate ecological responsibility but also significantly improve their operational performance and internal efficiency (Darmawan, Sari, & Sagitarini, 2022). This approach integrates environmental considerations into managerial practices, including recruitment, training, career development, and performance evaluation (Febrian, 2024).

The implementation of such strategies aims to establish environmentally conscious human resource management practices while simultaneously creating added value for the organization. The adoption of green principles enables companies to gain several benefits, such as greater efficiency, reduced costs, and improved employee engagement and retention (Isrososiawan, Rahayu, Wibowo, & Dewatmoko, 2020). In addition, Green Human Resource Management contributes to reducing employees' carbon footprint by promoting activities such as document digitalization, car-sharing systems, optimal workload distribution, virtual interviews and meetings, recycling initiatives, telecommuting, online-based training, and the efficient use of energy in office spaces (Isrososiawan, Rahayu, Wibowo, & Dewatmoko, 2020).

2. Components of Green Human Resource Management

Opatha and Arulrajah (as cited in Darmawan, Sari, & Sagitarini, 2022) identify several components within the practice of Green Human Resource Management (GHRM), which include the following:

a) Green Human Resource Planning

Green human Resource planning focuses on the organization's strategic workforce planning to forecast labor requirements—both in terms of quantity and the characteristics needed to align with environmentally friendly principles. This planning process involves integrating various environmental management activities into business operations and developing strategies that harmonize labor demand and job types while considering environmental sustainability aspects.

b) Green Job Design and Analysis

Green job design and analysis emphasizes the integration of environmental elements into job descriptions and specifications. Every task and responsibility assigned to employees is structured to contribute to reducing the negative environmental impact. For example, job descriptions may include tasks that promote energy efficiency, waste reduction, and other green work practices.

c) Green Recruitment

Green recruitment highlights the application of environmentally conscious principles from the earliest stages of the hiring process. Organizations may include criteria related to candidates' environmental knowledge, attitudes, and awareness. Additionally, the company's commitment to sustainability is communicated throughout the recruitment process to attract candidates who share similar ecological values and orientations.

d) Green Selection

This component involves the consideration of candidates' interest, concern, and commitment toward environmental preservation during the selection process. Interviews or assessments may include questions related to environmental awareness to evaluate the extent of the candidates understanding of ecological responsibility. The primary objective is to select candidates who are not only professionally competent but also environmentally conscious and committed to the organization's sustainability objectives.

e) Green Induction

Green induction aims to instill environmental awareness among new employees from the very beginning of their employment. New recruits are introduced to the company's environmentally oriented values, culture, and policies. Through this process, organizations can ensure that employees fully understand the importance of their participation in maintaining ecological balance within the workplace.

f) Green Performance Evaluation

Green performance evaluation links environmental objectives with the employee performance appraisal system. Performance indicators in this component include the achievement of environmental management targets, adherence to sustainability standards, and the fulfillment of ecological responsibilities. Moreover, companies may provide constructive feedback and recognition to employees who actively contribute to green initiatives, thus enhancing motivation to continually improve environmental performance.

g) Green Reward Management

Green reward management emphasizes the recognition and appreciation of employees who demonstrate environmental concern and active participation in eco-friendly initiatives within the workplace. Rewards may take various forms, including financial compensation, incentives, public recognition, or other non-material acknowledgments. The primary objective of this approach is to encourage sustainable work behaviors, strengthen employees' commitment to environmental management, and foster an organizational culture centered on sustainability.

h) Green Health and Safety Management

Green health and safety management focuses on creating a safe, healthy, and environmentally friendly work environment. This component includes efforts to reduce work-related stress, control workplace pollution, enhance energy efficiency, and implement strategies that promote employees' physical and mental well-being.

i) Green Employee Discipline

Green employee discipline relates to employees' compliance with company policies and regulations concerning environmental practices in the workplace. Organizations may enforce sanctions for violations of environmental rules while continuously promoting awareness regarding the importance of adhering to green policies. This disciplinary approach helps cultivate a consistent work culture that supports the implementation of Green Human Resource Management.

j) Green Employee Relations

This component emphasizes the active involvement of employees in the organization's environmental initiatives. Employees are encouraged to participate in environmental preservation programs and are provided with mechanisms such as green whistleblowing systems and environmental helplines to report potential environmental violations. This approach strengthens two-way communication between management and employees while reinforcing collective commitment toward achieving

3. Sustainable Business and Corporate Performance

The United Nations (UN) currently emphasizes that climate change has emerged as an increasingly urgent global challenge requiring immediate and coordinated action (Iliopoulou, Vlachvei, & Koronaki, 2024). This commitment is embodied in the formulation of the Paris Agreement in 2015, which represents a pivotal milestone in the global transition toward a low-carbon economy through the establishment of an international action framework designed to curb the progression of global warming. These initiatives were further strengthened by the introduction of the European Green Deal in 2019, which signifies the European Union's ambition to become the first climate-neutral region in the world (Iliopoulou et al., 2024). In alignment with these developments, the European Commission articulated medium- and long-term climate targets for 2030 and 2050, focusing on substantial reductions in greenhouse gas emissions and requiring active engagement from all economic sectors and societal groups throughout the transition process. This global momentum has ultimately compelled governments and businesses to adopt sustainability practices and develop sustainable business models as a strategic response to escalating environmental degradation (Iliopoulou et al., 2024).

Sustainable business models are regarded as instrumental in enhancing firms' adaptive capacity in the face of increasingly complex environmental dynamics, thereby reinforcing their long-term competitive advantage (Sebrina, Masdupi, & Syahrizal, 2024). Upward and Jones (as cited in Sebrina et al., 2024) contend that sustainable business practices not only strengthen environmental and social responsibility, but also contribute to ensuring the continuity of corporate profitability. Consequently, firms are required to devise innovative approaches to designing operational systems that are not only efficient, but also environmentally and socially responsible (Harto, Pramuditha, Dwijayanti, Parlina, & Sofyan, 2023).

Sustainable business models have evolved into a strategic discourse that holistically integrates environmental, economic, and social dimensions. The urgency of establishing sustainable operational models has intensified as firms confront global challenges such as climate change, social inequality, and heightened demands for transparency and public accountability (de Medeiros as cited in Harto et al., 2023). In response to these challenges, Khan, Johl, and Akhtar (as cited in Harto et al., 2023) argue that innovation within operational models is essential for addressing sustainability-related issues. Sustainability-oriented innovation is aimed not only at enhancing process efficiency and minimizing waste, but also at generating long-term value for all stakeholders (Harto et al., 2023). The implementation of such innovation requires careful selection of appropriate technologies and their application in an ethical and responsible manner.

The adoption of sustainable business practices is shaped by multiple factors, including ethical standards, social conditions, economic contexts, and the availability of natural resources. When sustainable business models are implemented consistently and effectively, firms can strengthen their competitive standing while simultaneously fostering more positive stakeholder perceptions of overall corporate performance (Ritzen & Sandstrom as cited in Harto et al., 2023).

RESEARCH METHODS

This study employed a literature review method with a descriptive qualitative approach. The data sources were obtained from national and international journal articles relevant to the topics of Green Human Resource Management (GHRM), employee green behavior, sustainable performance, and sustainability-based business strategies. The literature search was conducted through Google Scholar, DOAJ, ResearchGate, and Scopus, using the following keywords: Green Human Resource Management, Sustainable Performance, Green Behavior, and Sustainable Business. The range of publication years analyzed was 2020 – 2025 to ensure the relevance of theoretical and empirical developments.

The literature analysis was carried out through several stages:

- 1) Collecting relevant articles
- 2) Screening based on titles and abstracts
- 3) Evaluating the full content of selected studies
- 4) Synthesizing findings to draw theoretical conclusions

The analysis employed a content analysis approach to identify patterns of relationships between Green Human Resource Management (GHRM) and sustainable business development.

RESULTS AND DISCUSSION

The primary objective of this study is to examine the implementation of Green Human Resource Management (GHRM) practices in enhancing organizational performance toward the development of sustainable business operations. The reviewed literature sources are summarized as follows.

Name of Researcher and Title of Research	Research Method	Research Findings	Critical Review
Rudy Tobing & Dwiyanjana Santyo Nugroho (2024) "Green Human Resource Management on Sustainable Performance: The Mediating Role of Digital Innovation" – IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita	Mixed method (quantitative & qualitative) with experiments and FGD, as well as distributing questionnaires twice (pre-test & post-test).	Digital innovation has been proven to mediate the relationship between Green Human Resource Management (GHRM) and sustainability performance. Following the treatment, the mediating effect increased significantly.	This study offers an innovative contribution by integrating Green Human Resource Management (GHRM) and digital innovation; nevertheless, its limitation pertains to the focus on the hotel sector in Bali, which constrains the generalizability of the results to other industrial contexts.
Kusmiati Zulfa Aulia & Lenny Christina Nawangsari (2023) "Effects of Green Human Resource Management and Green Transformational Leadership towards Employee Sustainable Performance through Employee Green Behavior at Mercu Buana University" – European Journal of Business and Management Research	Quantitative (survey), using SEM-PLS on 252 respondents at Mercu Buana University.	Green Human Resource Management (GHRM) and green transformational leadership have a significant influence on employees' green behavior and sustainable performance, with green behavior serving as a significant mediator.	This study strengthens the theoretical foundation of employees green behavior within the education sector; nevertheless, it does not consider external factors, including organizational culture and university policies, which may have an impact on the findings.
Jovi Sulistiawan, Nuri Herachwati & Edelweiss Jinan Ratu Khansa (2025) "Barriers in Adopting Green Human Resource	Combined qualitative-quantitative method using Fuzzy Delphi and Fuzzy DEMATEL, involving 30 experts	The study identified fourteen criteria and five major barrier attributes to the implementation of Green Human Resource	This research provides an important contribution to the Resource-Based View (RBV) and Stakeholder Theory; however, its scope is

Management under Uncertainty: The Case of Indonesia Banking Industry” – Journal of Work-Applied Management	(practitioners & academics).	Management (GHRM) in the banking industry, including the lack of a green culture, inadequate top management support, insufficient comprehensive planning, and a lack of trust in the benefits of green initiatives.	confined to expert perspectives, and it has not empirically assessed the direct impact on bank employees.
Dewi Kania (2024) “Green Human Resource Management and Green Behavior: Mediating Work Engagement” – International Journal of Applied Finance and Business Studies	Quantitative, using PLS-SEM on 82 respondents of PT Nikomas Gemilang Tbk.	Green Human Resource Management (GHRM) exerts a positive influence on green behavior and work engagement, with work engagement serving as a mediating variable in the relationship between GHRM and green behavior.	Although the study demonstrates methodological rigor, the relatively small sample and the focus on a single industry constrain the generalizability of the findings.
Sih Darmi Astuti, Fery Riyanto & Aytekin Demircioğlu (2023) “How Does Green Human Resource Management Improve Sustainable Organizational Performance in Public Services?” – Jurnal Manajemen Bisnis	Quantitative (online survey) using SEM-PLS, involving leaders of government agencies in Semarang	Both Green Human Resource Management (GHRM) and Green Service Innovation (GSI) exert direct and indirect influences on Sustainable Organizational Performance (SOP), wherein GSI functions as a significant mediating variable.	The study broadens the application of Green Human Resource Management (GHRM) within the public sector; nevertheless, it relies on data from a one city (Semarang) and does not consider individual-level factors, such as employee motivation.

The Role of Green Human Resource Management in Supporting Sustainable Business Performance

The study conducted by Tobing and Nugroho (2024) demonstrates that the implementation of Green Human Resource Management (GHRM), when combined with digital innovation, is capable of enhancing a company's sustainable performance. Using a mixed-method and an experimental approach, the study found that digital innovation functions as a mediating variable that strengthens the relationship between GHRM and sustainability performance. This finding reinforces the notion that GHRM strategies supported by technological advancements can improve employee work effectiveness, accelerate environmentally friendly adaptation processes, and increase awareness of sustainability issues. In the context of sustainable business strategies, digital integration emerges as a crucial factor enabling firms to execute green practices efficiently and remain adaptive to developments in modern industries.

Meanwhile, the findings of Aulia and Nawangsari (2023) highlight the critical importance of synergy between Green Human Resource Management (GHRM) and green transformational leadership in fostering employees green behavior, which in turn enhances employee sustainable performance. This quantitative study provides evidence that green behavior functions as a significant mediating variable, implying that environmentally oriented leadership and HR policies must operate in alignment. These findings further reinforce the perspective that GHRM is not merely an administrative policy, but rather an organizational culture strategy aimed at cultivating collective awareness of sustainability. For organizations, developing green leadership styles and implementing sustainable HR practices represent strategic initiatives to build an environmentally conscious workforce while simultaneously strengthening long-term business performance.

Research by Sulistiawan, Herachwati, and Khansa (2025) highlight a distinct dimension of GHRM implementation, namely the various constraints that arise within the Indonesian banking industry. Through the application of the Fuzzy Delphi and Fuzzy DEMATEL methods, the study reveals that the absence of a green-oriented organizational culture, insufficient top management support, and regulatory uncertainty constitute the primary barriers to the effective implementation of GHRM. Despite these challenges, the study offers practical guidance for organizations to overcome such obstacles by adopting phased planning, reward-based policy mechanisms, and the development of sustainable green habits. In the broader context of building a sustainable business, these findings underscore that GHRM strategies depend not merely on organizational intentions but also on the presence of consistent structural, cultural, and policy support to ensure that green transformation efforts can be implemented effectively.

Furthermore, research conducted by Kania (2024) found that work engagement plays a crucial mediating role in linking Green Human Resource Management to employees green behavior. Based on empirical evidence from the manufacturing sector, the study revealed that higher levels of employee engagement within green-oriented workplaces lead to stronger pro-environmental behavior. This suggests that an effective Green Human Resource Management strategy should extend beyond formal policies by fostering an organizational climate that nurtures emotional commitment and a sense of ownership toward sustainability values. In the context of sustainable business development, this finding underscores the importance of humanistic and participatory HR management in ensuring the successful implementation of environmental policies in the workplace.

Subsequently, the research conducted by Astuti, Riyanto, and Demircioglu (2023) expands the application of the GHRM concept to the public sector by demonstrating that Green Service Innovation (GSI) can mediate the relationship between GHRM and Sustainable Organizational Performance (SOP). Drawing on evidence from government institution in Semarang. The study reveals that environmentally friendly, digitally based public service innovations significantly enhance sustainable organizational performance. These findings imply that GHRM strategies integrated with service innovation are capable of fostering a culture of sustainability across all organizational levels encompassing both private enterprises and public-sector institutions. Thus,

the comprehensive implementation of GHRM can serve as a foundational pillar for organizations seeking to build sustainable business models that are competitive while remaining accountable to environmental and societal demands.

In summary, the findings of these five studies collectively emphasize that the implementation of Green Human Resource Management strategies plays a crucial role in enhancing organizational performance toward sustainable business development. The reviewed literature demonstrates that Green Human Resource Management not only drives environmental and social performance but also strengthens green employee behavior, work engagement, and digital as well as service innovations as key enablers of sustainability. Effective implementation of Green Human Resource Management requires an integrated approach that combines HR policies, green leadership, top management support, and an organizational culture adaptive to technology and sustainability values. Hence, Green Human Resource Management should be viewed not merely as an administrative tool for human resource management but as a strategic approach to building organizations that are efficient, innovative, and environmentally responsible thereby enhancing long-term competitiveness in the era of the green economy.

CONCLUSION AND RECOMMENDATION

Green Human Resource Management (GHRM) is a human resource management strategy that emphasizes the integration of sustainability values and environmental awareness into every managerial process within an organization. Green Human Resource Management not only focuses on enhancing employee competencies but also promotes environmentally responsible work behavior through green recruitment, ecology-oriented training, environmentally based performance appraisal, and reward systems that encourage employee participation in environmental preservation. These efforts position Green Human Resource Management as a strategic and relevant approach in addressing the increasing challenges of climate change, market demands, and the growing need for a socially and ecologically responsible corporate image.

Based on the findings of several reviewed studies, the implementation of Green Human Resource Management has been shown to have a positive impact on improving organizational sustainable performance. Green Human Resource Management fosters the development of employees' green behavior, enhances work engagement and commitment, and strengthens digital innovation as well as environmentally friendly services within corporate operations. Furthermore, Green Human Resource Management contributes to increasing a company's competitiveness through waste reduction, energy efficiency, and the establishment of an organizational culture that supports sustainability. However, the effectiveness of this strategy largely depends on leadership support, organizational culture, and the company's system and technological readiness.

Therefore, it can be concluded that Green Human Resource Management serves not only as an internal human resource management policy but also as a strategic pillar in the development of sustainable business practices. Optimal implementation of Green Human Resource Management enables the creation of a balance among economic, social, and environmental objectives, allowing organizations to achieve not only short-term profitability but also long-term sustainability and competitiveness amid global market dynamics. Consequently, companies should continuously strengthen their commitment to implementing Green Human Resource Management in a systematic, integrated, and sustainable manner across all aspects of organizational operations.

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