Integration Corporate Social Responsibility (CSR) And Green Human Resource Management (Hrm) In A Literature Synthesis Towards Optimal Sustainable Performance

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ABSTRACT. This study aims to explore and synthesize the relationship between Green Human Resource Management Corporate Social Responsibility (CSR) and (Green HRM) practices and their impact on organizational sustainability performance. The growing awareness of environmental and social issues requires companies to focus not only on economic profitability but also on long-term responsibility. Although CSR and Green HRM are often discussed separately, their integration offers significant synergistic potential for achieving optimal sustainable performance. Using a normative-exploratory qualitative literature study approach, this study analyzes and consolidates findings from various reputable international journal articles. The primary focus of the analysis is to identify conceptual intersections, effective integration mechanisms, and a theoretical model that illustrates how aligning internal policies (Green HRM) with external responsibility (CSR) can generate added value for an organization. The synthesis results indicate that effective integration creates a holistic corporate culture, where employees are not only environmentally conscious internally but also become ambassadors of the company's sustainability values in the broader community. Normatively, this study recommendations an integrated framework that serves as a strategic guide for practitioners and policymakers in designing coherent and impactful sustainability initiatives. This research contributes to the literature by providing a comprehensive understanding of the synergy between CSR and Green HRM as key drivers of optimal sustainable performance.
Keywords: Green HRM; Corporate Social Responsibility (CSR); Sustainable Performance; Literature Synthesis; Green Human Resource Management

INTRODUCTION

The paradigm shift in the contemporary business world has placed sustainability at *the forefront* . as imperative strategic, No Again just choice ethical or regulatory compliance alone. Organizations today are faced with increasingly complex demands to balance performance economy with not quite enough answer environment And social. Sustainable performance *,* which includes the dimensions *of people, planet, and profit,* has become indicator key success term long A company. (Elkington:1997). Two draft important Which appear as response to demands This is *Corporate Social Responsibility* (CSR) And *Green Human Resources Management* (Green

HRM). CSR in a way general referring to on commitment company For operate in a way ethical and contribute to economic development while improving the quality of life of the workforce and local communities, as well as the wider society. (Carroll: 1999). Meanwhile, Green HRM is an aspect internal Which focus on utilization policy management source Power man to promote the sustainable use of resources and facilitate the creation of culture company Which aware environment, start from recruitment, training, to performance management and compensation. A significant research gap lies in a deep understanding of how a coherent integration of CSR (external focus) and Green HRM (internal focus) synergistically optimizes overall sustainable performance. Companies that implement CSR without the support of a green internal culture (*Green* HRM) tends to face *skepticism* or *greenwashing* from stakeholders interest (Jabbour: 2015). Matter This become initiative Strong Green HRM that is not connected to a broader CSR strategy can lead to failures that have a maximum strategic impact (Pinzone et al., 2016).

This research was conducted to bridge the gap. Using a normative-exploratory qualitative literature study approach, this study aims to conduct a comprehensive literature synthesis. The data sources for this research are relevant, reputable international journal articles. Through this method, the researcher seeks to identify conceptual intersections and formulate an integrated theoretical model that can guide organizations towards optimal sustainable performance. Practically, the research results This expected can give outlook strategic for for manager And executives to design more coordinated, effective, and impactful sustainability initiatives.

STUDY LITERATURE
1.1 Performance Sustainable (*Sustainable Performance*)

Sustainable Performance *is* a concept for evaluating organizational performance on a continuous basis. holistic Which beyond metric finance conventional solely. This measure The ability of a company to create long-term value by managing the economic, environmental, and social impacts of its operations in a balanced manner. The most frequently used theoretical basis for defining sustainable performance is the *Triple Bottom Line* (3BL) model, which divides performance into three pillars, namely: (Elkington: 1997)

  a) Economy (Profit): Focus on profitability, productivity, And contribution corporate economics to stakeholders and the wider community
  b) Environment (Planet): Measures the impact of operations on the environment, including energy efficiency, waste management, and carbon emission reduction.
  c) Social (People): Involving impact company on individual And community, covers practice employment Which fair, health And safety employee, as well as local community involvement.

Sustainable Performance lies in its ability to identify risks, improve efficiency operational, interesting investors Which aware ESG (Environmental, Social, and Governance), and build long-term competitive advantage

1.2 *Corporate Social Responsibility* (CSR)

Corporate Social Responsibility (CSR) is a managerial concept that integrates social and environmental concerns into business operations and voluntary interactions with stakeholders. This concept encompasses actions that improve social welfare while maximizing financial returns. CSR is often viewed as a strategic approach that not only creates value for society but also builds a company's reputation, customer loyalty, and long-term competitive advantage.

According to Archie B. Carroll, the famous CSR pyramid model was put forward, in

identifying four types of responsibilities that companies must fulfill in sequence: (Carroll: 1999)

a) Not quite enough Economics Answer: Produce profit And provide field Work.
b) Not quite enough Answer Law: Comply all law And regulations Which applies.
c) Ethical Responsibility: Doing what is right and fair, even if not legally required.
d) Philanthropic Responsibility: Contributing voluntarily to social or humanitarian causes

Theory CSR expand not quite enough answer company from only to owner (shareholders) to various stakeholders, including employees, consumers, local communities, suppliers, and the environment (Porter & Kramer:2006) **.**

1.3 *Green Human Resources Management* (Green HRM)

Green Human Resources Management (Green HRM) referring to on integration full policies and practice management source Power man (HR) Which friendly environment to in organizational structure in a way overall. Objective main Green HRM is For create power environmentally conscious, committed and motivated workers who support the organization's sustainability goals in a way overall, Good in in and in outside place Work. Theory This based on n premise that employee is asset most critical in reach sustainability company. Through practice HR Which specific start from recruitment green until system award Green companies can foster a pro-environmental organizational culture, which ultimately leads to operational efficiency, waste reduction, and improved overall corporate environmental performance. (Renwick, et.al, 2013)

Green HRM approaches theories such as *the Resource-Based View* (RBV) and Agency Theory *.* From the RBV perspective, an environmentally conscious and deeply engaged workforce constitutes a rare, valuable, and difficult-to-imitate internal resource for competitors, providing a sustainable competitive advantage. From the Agency Theory perspective, *Green HRM* HRM help align interest employee (agent) with objective corporate sustainability (principal), reducing potential conflicts of interest through appropriate incentives and reward systems. Effective implementation of *Green HRM requires management commitment.* peak And communication internal Which transparent For ensure consistency between HR policies and broader environmental strategies. (Opatha.,et.al, 2014).

METHODOLOGY STUDY

Study This use approach qualitative with characteristic normative–explorative. Normative orientation used For examine framework conceptual And regulations Which connect *Corporate Social Responsibility* (CSR) and *Green Human Resource Management* (GHRM) practices with formulate framework Work ideal (normative) For achievement performance sustainable optimal (Suharti & Sugiarto, 2020). An exploratory orientation is used to explore the relationship between the two concepts through literature synthesis and contextual analysis in Indonesia, but rather to build conceptual, interpretive, theoretical synthesis, and argumentative analysis (Jerónimo et al., 2020). The research data sources come from literature studies (*library research*). Primary data consists of reputable international journal articles discussing CSR and GHRM, sustainability, and strategic management theories such as *Resource-Based View* (RBV) and *Dynamic Capability Theory* (DCT). Secondary data is obtained from academic books, sustainability reports company, document regulations government (for example regulations CSR in Indonesia and SDGs guidelines), as well as publications of international organizations related to sustainability issues (Meng et al., 2022).

Literature search was conducted using keywords such as: *Corporate Social*

Responsibility (CSR) *Green* HRM, Performance Sustainable; Synthesis Literature, Management Green Human Resources through academic databases such as: *Scopus, Web of Science, Google Scholar,* as well as repository national. Analysis data is done in a way descriptive- analytical.

This research starts from the assumption that modern corporate sustainability requires a holistic approach that encompasses both external responsibility and internal efficiency. The research framework This propose that Integration strategic between *Corporate Social Responsibility* (CSR) and *Green Human Resource Management* (*Green* HRM) act as synergistic mechanisms that lead to Optimal Sustainable Performance. Conceptually, CSR acts as a pillar external Which build legitimacy social And reputation company. *Green* HRM seen as an internal pillar that creates a green work culture and activates environmentally conscious employee behavior.

RESULTS AND DISCUSSION

1.5 Role Involvement Employee Sustainable as Catalyst

Sustainable Employee Engagement *acts* as a catalyst or dynamic bridge that effectively connects internal *Green Human Resource Management* (*Green* HRM) initiatives and external *Corporate Social Responsibility* (CSR) strategies. This catalytic role is crucial in transforming theoretical policies into optimal and tangible sustainable performance, namely:

a) Ensure Credibility And Overcome *Greenwashing*

Emphasizes the risk *of greenwashing* when CSR initiatives are not supported by internal actions. Which consistent. In here it is role involvement employee become vital. When employees are actively involved in *Green* HRM programs (e.g., energy saving programs, reduction of waste, or transportation green) And internalization values sustainability This authentic engagement ensures that the CSR messages delivered to the public are supported by behavior real in in organization. Employee Which involved become ambassador the most credible brand, strengthening the company's image and reputation in the eyes of external stakeholders.

b) Push Behavior Voluntary (*Organizational) Citizenship Behavior* - OCBE)

Environmental organizational behavior theory suggests that a green psychological climate is created by *Green* HRM push employee For beyond task formal And Engage in environmentally friendly volunteer behavior (*Organizational Citizenship Behavior Towards the Environment* - OCBE). This ongoing engagement extends from the workplace to employees' personal lives. Employees motivated by a company's CSR values tend to integrate these green behaviors into their homes and communities, indirectly extending the company's positive impact beyond its operational boundaries.

c) Create Synergy Cross Function

Continuous employee engagement facilitates cross-functional communication and collaboration between HR and CSR departments. Engaged employees serve as information conduits, bringing ideas from Green HRM initiatives into CSR program planning, and vice versa. This ensures that the two functions do not operate in silos. in "silo" Which separated, but each other strengthen. . (Daily & Huang:2011)

d) Increase Superiority Competitive Long- term

From the Resource-Based View (RBV) perspective, a highly engaged and sustainability-conscious workforce is a unique internal resource that is difficult for competitors to imitate. This engagement, fueled by the integration of CSR and G-HRM, results in operational efficiencies (e.g., innovations in waste management) while increasing the company's attractiveness. for talent best, Which on Finally leading on

performance sustainable optimal and long-term competitive advantage

1.6 Implications Theoretical: Towards a Model Integration Holistic G- CSR

Model This bridge gap significant in literature Which tend study and *Corporate Social Corporate Responsibility* (CSR) And *Green Human Resources Management* (*Green* HRM) in isolation. This model is based on a logical synthesis of quotations from various management and sustainability theories. This study makes a significant contribution to the literature on green human resource management and corporate social responsibility by proposing an "Integration Model" Holistic G-CSR". Model This developed For bridge gap research that There is, in where CSR And *Green* HRM often reviewed as entity Which separated. Model This proposes that optimal sustainable performance is achieved through strategic alignment coherent between policy internal And external. We base argument This on synthesis of two major theoretical perspectives: *Resource-Based View* (RBV) and *Dynamic Capabilities Theory* (DCT).

From an RBV perspective, effective integration creates unique resources and capabilities, rare, And difficult imitated like culture company Which strong And reputation sustainability credible (Barney:1991). These internal resources provide long-term competitive advantage Which sustainable. Whereas DCT complete RBV with emphasize the ability of an organization to sense, seize, and change its internal competencies, in this case, G-HRM adapts to the demands of the changing external environment (social and environmental demands encompassed in CSR) (Teece et al., 1997). This holistic model serves as a normative framework that suggests that managers should actively manage the link between CSR And G-HRM, from on let functions This operate in silo separate functional.

1.7 Implications Practical And Direction Study Time Front

Study This give guide normative Which valuable for for manager, practitioners HR, and maker policy in company. Findings synthesis literature indicates that Effective integration of CSR and *Green HRM requires concrete, coordinated action at both the operational and strategic levels. Rather than treating Green* HRM as an isolated HR initiative or CSR as a mere public relations function, practitioners are encouraged to align the two areas to maximize impact. For example, companies should ensure that employee recruitment and training criteria reflect the company's CSR commitment to the environment and society (Pinzone et al., 2016). Employee engagement produced from approach integrated This No only increase efficiency internal (e.g., through energy savings), but also strengthens the company's external reputation, ultimately attracting sustainability-conscious consumers and investors. Failure to integrate these aspects can lead to the risk *of greenwashing* and the loss of long-term competitive advantage.

Future research opportunities, based on a synthesis of the literature, could explore the specific managerial challenges and cultural barriers that companies face in implementing integration on the ground. Focusing on the context of developing countries, where regulatory frameworks differ from those in developed countries, would also significantly enrich the literature

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CONCLUSION AND SUGGESTION

1.8 Conclusion

Integration strategic between *Corporate Social Responsibility* (CSR) And *Green Human Resource Management* (*Green* HRM) is a fundamental prerequisite for achieving optimal sustainable performance in contemporary business. Through a normative-exploratory qualitative literature synthesis, this study identifies that the two concepts have a strong synergistic relationship. *Green* HRM serves as an internalization mechanism that instills values. sustainability CSR to in culture And behavior employee daily, temporary

CSR provides legitimacy external And objective strategic for initiative internal the. Findings key confirm that involvement employee Which sustainable act as catalyst The main goal is to bridge internal and external practices, resulting in superior performance across the three dimensions of *the Triple Bottom Line* (economic, environmental, and social). The Holistic Integration Model of G-CSR proposed in this study provides a theoretical framework and normative guidance that emphasizes the importance of a coordinated and integrated approach, rejecting partial approaches that tend to lead to inefficiency or the risk of greenwashing.

1.9 Suggestion

Suggestions for companies to more effectively implement CSR and Green HRM integration to achieve optimal sustainable performance:

a) Formation Team Cross Function (*Cross-Functional Teams):* Management recommended to form a working team involving the Human Resources (HR), Sustainability/CSR, and Operations departments. This coordination is important to ensure alignment. policy CSR And Green HRM Which coherent And avoid initiative which runs separately (*siloed approach*).

b) Integrated Performance Metrics Development: Companies need to develop Performance Indicators Main Which No only measure results finance or environment in a way separate, but also the combined impact of internal and external green initiatives. For example, including energy efficiency metrics achieved through employee behavioral changes (G-HRM outcomes) in CSR reports.

c) Invest in Holistic Sustainability Training: Increase investment in training programs that are not only technical (e.g., how to save energy), but also focus on business ethics, social responsibility, and a deep understanding of the company's overall sustainability goals to increase employee *engagement* Communication Transparent And Credible: use report sustainability formal (based on global standards such as GRI or SASB) to transparently communicate how Green HRM supports the company's CSR strategy. This builds the company's credibility with stakeholders and mitigates the risk of *greenwashing* .

Suggestions for academics can identify opportunities for further research to advance the field of Green HRM and CSR integration studies:

a) In-depth studies of in-depth implementation barriers (such as: single or multiple case studies) to explore the specific challenges, cultural barriers, and organizational resistance that companies face when trying to integrate CSR and G-HRM in the field.

b) Analysis of the Influence of Cultural and Regulatory Context or different regulatory frameworks (e.g., in developing vs. developed countries) affects the effectiveness and form of integration between Green HRM and CSR.

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