

Generation Z as Future Sustainability Leaders: Prioritizing Green Human Resource Management Practices for Sustainable Organizations

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Abstract

Green Human Resource Management (GHRM) has emerged as a strategic approach for integrating environmental sustainability into human resource practices. While previous studies have primarily focused on organizational outcomes of GHRM, limited attention has been given to how the future workforce perceives these practices. This study examines Generation Z's perceptions of GHRM and explores their implications for sustainable organizations. A quantitative descriptive approach was employed using survey data collected from 194 university students representing Generation Z. The study evaluates five dimensions of GHRM: green recruitment, green training and development, green performance evaluation, green rewards, and green employee relations. Descriptive statistical analysis was conducted to identify the relative importance of each dimension. The findings indicate that Generation Z considers all GHRM dimensions highly important, reflecting strong expectations for organizations to integrate environmental values into human resource management. Among the dimensions examined, green employee relations and green training and development received the highest evaluations, highlighting the importance of employee participation, environmental learning, and sustainability-oriented workplace culture. This study contributes to the GHRM literature by providing insights from the perspective of the future workforce and offers practical implications for organizations seeking to attract, develop, and retain sustainability-oriented talent while advancing long-term organizational sustainability. This study contributes to the GHRM literature by extending the focus of existing research to Generation Z as the future talent pool and by providing an empirical foundation for the development of generation-sensitive GHRM approaches.

Generation Z as Future Sustainability Leaders: Prioritizing Green Human Resource Management Practices for Sustainable Organizations

Abstrak

Manajemen Sumber Daya Manusia Hijau (GHRM) telah muncul sebagai pendekatan strategis untuk mengintegrasikan kelestarian lingkungan ke dalam praktik sumber daya manusia. Sementara penelitian sebelumnya terutama berfokus pada hasil organisasi GHRM, perhatian terbatas telah diberikan pada bagaimana tenaga kerja masa depan memandang praktik ini. Studi ini meneliti persepsi Generasi Z tentang GHRM dan mengeksplorasi implikasinya terhadap organisasi berkelanjutan. Pendekatan deskriptif kuantitatif digunakan menggunakan data survei yang dikumpulkan dari 194 mahasiswa yang mewakili Generasi Z. Studi ini mengevaluasi lima dimensi GHRM: rekrutmen hijau, pelatihan dan pengembangan hijau, evaluasi kinerja hijau, penghargaan hijau, dan hubungan karyawan hijau. Analisis statistik deskriptif dilakukan untuk mengidentifikasi kepentingan relatif masing-masing dimensi. Temuan ini menunjukkan bahwa Generasi Z menganggap semua dimensi GHRM sangat penting, mencerminkan harapan yang kuat bagi organisasi untuk mengintegrasikan nilai-nilai lingkungan ke dalam manajemen sumber daya manusia. Di antara dimensi yang diperiksa, hubungan karyawan hijau dan pelatihan dan pengembangan hijau menerima evaluasi tertinggi, menyoroti pentingnya partisipasi karyawan, pembelajaran lingkungan, dan budaya tempat kerja yang berorientasi pada keberlanjutan. Studi ini berkontribusi pada literatur GHRM dengan memberikan wawasan dari perspektif tenaga kerja masa depan dan menawarkan implikasi praktis bagi organisasi yang ingin menarik, mengembangkan, dan mempertahankan bakat berorientasi keberlanjutan sambil memajukan keberlanjutan organisasi jangka panjang. Penelitian ini berkontribusi pada literatur GHRM dengan memperluas fokus kajian kepada Generasi Z sebagai calon tenaga kerja masa depan serta memberikan landasan empiris bagi pengembangan pendekatan GHRM yang sensitif terhadap karakteristik generasi.

JEL Classification: M12, M14, Q56

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INTRODUCTION

Green Human Resource Management (GHRM) has emerged as an important strategic approach for organizations seeking to achieve environmental sustainability and long-term organizational performance. Recent studies explain that GHRM integrates environmental values into human resource practices such as recruitment, training, performance management, and compensation systems to support sustainable organizational development (Efranto et al., 2026; Verma et al., 2026). Organizations are increasingly adopting green recruitment and selection processes by attracting employees who possess environmental awareness and sustainability-oriented values, which strengthens organizational culture and employer branding (Murhe et al., 2026). Furthermore, green training and development programs have become essential mechanisms for improving employees' environmental knowledge and encouraging pro-environmental behavior in the workplace. (Ahmad et al., 2025).

In addition, GHRM practices significantly contribute to employee engagement, organizational commitment, and environmental performance. Studies indicate that organizations implementing GHRM experience higher levels of employee participation in sustainability initiatives and improvements in eco-friendly workplace behavior (San Román-Niaves et al., 2025; Vadithe et al., 2025). Green performance management systems and environmentally based reward mechanisms encourage employees to align their individual performance with organizational sustainability goals, thereby creating a stronger green psychological climate within organizations (Alrifae, 2026). These practices also positively affect organizational productivity, operational efficiency, and environmental outcomes, including reductions in carbon emissions and resource waste (Sultana et al., 2026).

Moreover, the development of GHRM has been strongly influenced by global sustainability agendas and increasing societal expectations regarding corporate social responsibility. The integration of Sustainable Development Goals (SDGs) into human resource management has encouraged organizations to adopt more systematic and sustainable HR strategies (Tahir et al., 2026). Recent literature also highlights the growing role of technological innovation and artificial intelligence in supporting GHRM practices, particularly in enhancing green workforce management and sustainability monitoring systems (Dinh et al., 2026). Therefore, GHRM is no longer viewed merely as an environmental initiative but as a comprehensive organizational strategy that supports sustainable competitiveness and long-term organizational resilience.

Green Human Resource Management (GHRM) has emerged as an important approach for integrating environmental sustainability into organizational human resource practices. Existing studies indicate that GHRM contributes significantly to employee engagement, organizational sustainability, and environmentally responsible behavior through mechanisms such as green recruitment, training, leadership, and organizational culture (Gao et al., 2026; Vadithe et al., 2026). Theoretical perspectives including Social Learning Theory, the Resource-Based View (RBV), and the Ability-Motivation-Opportunity (AMO) framework explain how organizations can develop employee competencies and motivation to support sustainable practices (Farhat & Yang, 2026; Johri et al., 2026). Furthermore, a strong green organizational culture positively influences employee commitment and environmentally friendly behavior, which ultimately strengthens organizational sustainability performance (Mehak & Batcha, 2026). Regulatory frameworks and environmental policies also encourage organizations to align their human resource strategies

with sustainability objectives (Camilleri, 2026).

Despite the growth of GHRM research, most empirical studies have concentrated on examining the organizational consequences of GHRM implementation among existing employees. As a result, relatively little is known about how future employees perceive and prioritize individual GHRM practices before entering the labor market. This limitation is particularly important in the context of Generation Z, whose values and expectations are expected to shape future sustainability agendas and talent management strategies. To date, empirical evidence comparing the relative importance of different GHRM dimensions from the perspective of Generation Z remains scarce, especially in higher education contexts within emerging economies. Current literature still shows limited empirical evidence regarding the long-term impact of GHRM on organizational performance and employee behavior (Efranto et al., 2026; Legese et al., 2026). In addition, many organizations continue to face challenges in integrating GHRM into existing HR systems, including resistance to change, lack of resources, limited training, and insufficient leadership support (Al Harrasi & Al Mujaini, 2026). Previous studies also highlight the need for stronger theoretical integration to better explain the relationship between GHRM practices and sustainable organizational outcomes (Nawafleh et al., 2026). Future trends in Eco-HRM further emphasize the importance of adaptive and innovative HR practices to achieve sustainable organizational growth (Gupta et al., 2025; Murhe et al., 2026). Therefore, further research is needed to deepen understanding of how GHRM can be effectively implemented across different organizational contexts and how it can contribute to long-term sustainability goals. In recent years, environmental sustainability has gradually moved from being a peripheral issue to becoming a central concern in how organi-

zations operate and are evaluated.

Although previous studies have consistently demonstrated that Green Human Resource Management (GHRM) contributes to organizational sustainability, employee engagement, green behavior, and environmental performance, the existing empirical evidence has predominantly focused on evaluating organizational outcomes after GHRM has been implemented. Most studies examine how green recruitment, green training, green leadership, or green organizational culture influence employees' attitudes and organizational performance. Consequently, the current literature provides a strong understanding of the effectiveness of GHRM from an organizational perspective but offers limited insight into how future employees perceive and prioritize these practices before entering the workforce. This imbalance indicates that the empirical focus of GHRM research remains largely organization-centered rather than workforce-centered.

A second limitation concerns the research context and target population. Existing GHRM studies have primarily investigated current employees, managers, or organizational settings in order to evaluate the effectiveness of sustainability-oriented human resource practices. Comparatively little attention has been devoted to Generation Z, despite the fact that this cohort will constitute the dominant workforce in the coming decades and is expected to play a central role in advancing organizational sustainability. This limitation is particularly evident in higher education contexts and emerging economies, where empirical evidence regarding Generation Z's sustainability expectations remains scarce. As organizations increasingly compete to attract environmentally conscious talent, understanding the expectations of prospective employees becomes as important as evaluating the experiences of current employees.

Beyond the population issue, an im-

portant conceptual gap also remains unresolved. Previous studies generally treat Green Human Resource Management as a unified construct and emphasize its aggregate effects on organizational performance, environmental commitment, or employee behavior. Consequently, limited attention has been given to understanding how different dimensions of GHRM—including green recruitment, green training and development, green performance evaluation, green rewards, and green employee relations—are relatively prioritized by the future workforce. Identifying these priorities is theoretically important because different GHRM practices may not contribute equally to attracting, engaging, and retaining sustainability-oriented talent. Without such evidence, organizations lack a clear empirical basis for determining which GHRM practices should receive greater strategic emphasis when designing future sustainability-oriented human resource policies.

This gap is particularly evident in higher education contexts and emerging economies, where evidence remains limited despite the growing importance of sustainability-oriented talent management. In recent years, environmental sustainability has increasingly become an important consideration in how organizations are evaluated by investors, regulators, customers, and other stakeholders. Alongside financial performance, organizations are facing growing expectations to demonstrate accountability for the environmental and social impacts of their activities through stronger Environmental, Social, and Governance (ESG) practices. This development reflects a broader recognition that long-term organizational success depends not only on economic achievement but also on the ability to maintain environmental balance and contribute to social well-being. Empirical evidence supports this shift, with studies showing that firms demonstrating strong sustainabili-

ty performance tend to achieve superior long-term financial and market outcomes compared with their counterparts (Eccles et al., 2014; Khan et al., 2016). Similar patterns are evident in industry practice. For instance, PwC's Global Investor Survey reported that 79% of investors consider the management of ESG risks and opportunities to be an important factor in investment decisions, while nearly half indicated a willingness to divest from companies that fail to address ESG issues adequately. Moreover, 82% of investors expect ESG considerations to be integrated into corporate strategy rather than treated as standalone initiatives (PwC, 2021). This trend is particularly apparent in sectors exposed to high environmental risks and stakeholder scrutiny, such as manufacturing, energy, transportation, and financial services, where sustainability reporting and ESG performance have become increasingly important elements of organizational evaluation and corporate governance. In this context, sustainable development encourages organizations to pursue a balance between economic objectives, environmental protection, and social responsibility (Abbas, 2025; Toribio-Gómez et al., 2026).

Existing studies predominantly examine the effects of GHRM on employee behavior and organizational performance. However, limited attention has been paid to how Generation Z, as the future workforce, prioritizes different GHRM practices and how these expectations may shape sustainable organizations. Despite the growing body of research on Green Human Resource Management, existing studies predominantly examine the effects of GHRM on employee behavior, environmental performance, organizational commitment, and organizational sustainability outcomes. While these studies have provided valuable insights into the organizational benefits of GHRM, limited attention has been paid to how Generation Z, as the future workforce, perceives

and prioritizes different GHRM practices. Understanding these priorities is increasingly important because Generation Z is expected to become a dominant segment of the global workforce and play a critical role in advancing sustainability agendas within organizations. Their expectations toward green recruitment, environmental training, green rewards, performance evaluation, and employee participation may influence how organizations design future human resource strategies to attract, engage, and retain sustainability-oriented talent.

Accordingly, this study contributes to the emerging GHRM literature by shifting the analytical focus from organizational outcomes to workforce expectations. Rather than examining the consequences of GHRM implementation, this research investigates how Generation Z prioritizes different dimensions of GHRM and identifies which practices are perceived as most important for supporting sustainable organizations. By positioning Generation Z as future sustainability-oriented employees and leaders, this study offers new insights into the alignment between green human resource strategies and the expectations of the next generation workforce.

Therefore, the objective of this study is to examine Generation Z's perceptions and priorities regarding key dimensions of Green Human Resource Management, including green recruitment, green training and development, green performance evaluation, green rewards, and green employee relations. The study further seeks to identify how these priorities can inform organizational strategies aimed at building sustainable and environmentally responsible workplaces. The novelty of this study lies in its examination of Generation Z as the future workforce and sustainability leaders, providing empirical evidence on how different GHRM practices are prioritized and expected to support sustainable organizational development.

METHOD

This study adopts a quantitative approach with a descriptive design to examine Generation Z's perceptions of Green Human Resource Management (GHRM). The research data were obtained by distributing questionnaires to 194 students belonging to the Generation Z category. The sampling technique used was convenience sampling, namely selecting respondents who were easily accessible to the researcher. The research instrument consisted of 20 statement items representing five dimensions of GHRM: green recruitment, green training and development, green performance evaluation, green rewards, and green employee relations. Each dimension was measured using a 4-point Likert scale (1 = not important to 4 = very important). Before being used in the study, the instrument was tested for validity and reliability. Validity testing was conducted using the Pearson Product Moment correlation between item scores and the total score. With 194 respondents and a significance level of 0.05, the r table value was 0.140. The test results showed that all items had calculated r values greater than the r table, thus being declared valid.

Instrument Validity Test

The validity test was conducted to ensure that each item in the questionnaire accurately measures the intended construct. The test used the Pearson Product Moment correlation by correlating each item score with the total score. With a total of 194 respondents and a significance level of 0.05, the r -table value was 0.140. An item is considered valid if the calculated correlation coefficient (r -count) is greater than the r -table value and has a significance value (p -value) less than 0.05. The results of the validity test indicate that all 20 questionnaire items have r -count values greater than 0.140 and significance values below 0.05, meaning that all items

are valid and suitable for measuring the dimensions of Green Human Resource Management (GHRM).

Prior to data collection, the research instrument was tested for validity and reliability. Item validity was assessed using the Pearson Product Moment correlation between individual item scores and the total score. With a sample size of 194 respondents, the degrees of freedom were calculated as $df = n - 2 = 192$. At a significance level of $\alpha = 0.05$, the corresponding critical r-table value was approximately 0.140. The results indicated that all questionnaire items had corrected item-total correlation coefficients exceeding the critical value, confirming that all items were valid and

suitable for further analysis. Reliability was subsequently assessed using Cronbach's Alpha coefficients, with all dimensions producing values above the recommended threshold of 0.70, indicating satisfactory internal consistency of the measurement instrument. Data analysis was conducted using descriptive statistics with the aid of SPSS software to examine respondents' perceptions of each GHRM dimension through mean scores. The operationalization of research variables was based on the Green Human Resource Management framework developed by Renwick (2026) and supported by empirical studies on contemporary GHRM practices.

Table 1. Summary of Validity Test Results

Dimension	Number of Items	r-count Range	r-table	Sig.	Interpretation
Green Recruitment	4	0.45 – 0.72	0.140	<0.05	Valid
Green Training and Development	4	0.48 – 0.75	0.140	<0.05	Valid
Green Performance Evaluation	4	0.42 – 0.70	0.140	<0.05	Valid
Green Reward	4	0.46 – 0.73	0.140	<0.05	Valid
Green Employee Relations	4	0.50 – 0.76	0.140	<0.05	Valid

Source: Processed Data (2026)

Instrument Reliability Test

The reliability test was conducted to assess the consistency of the research instrument. Reliability was measured

using Cronbach's Alpha coefficient. According to (Edelsbrunner et al., 2025) the criteria for interpreting Cronbach's Alpha values are as follows:

Table 2. Cronbach's Alpha Interpretation

< 0.60	Poor
0.60–0.70	Acceptable
0.70–0.80	Good
0.80–0.90	Very good
0.90	Excellent

Source: Edelsbrunner (2025)

Table 3. Reliability Test Result

Dimension	Cronbach's Alpha	Interpretation
Green Recruitment	0.82	Reliable (very good)
Green Training and Development	0.85	Reliable (very good)
Green Performance Evaluation	0.80	Reliable (very good)
Green Reward	0.84	Reliable (very good)
Green Employee Relations	0.86	Reliable (very good)

Source: Processed Data (2026)

The results indicate that all dimensions of Green Human Resource Management (GHRM) have Cronbach's Alpha values above 0.70, suggesting that the instrument demonstrates good reliability. The operationalization of research variab-

les is based on the Green Human Resource Management concept developed by (Renwick, 2026) and empirical research related to GHRM practices in modern organizations.

Table 4. Operational Definition of Variable

Dimensions	Indicator	Source
Green Recruitment	1. The organization considers environmental concerns in the recruitment process.	(Malandri et al., 2026; Mamun, 2026; Tiwari, 2026)
	2. Job vacancy information includes the organization's commitment to the environment.	
	3. Employee selection takes environmental competencies into account	
	4. The recruitment process is carried out digitally to reduce paper use.	
Green Training and Development	5. The organization provides training related to environmental awareness.	Renwick et al., 2013
	6. Employees receive training in environmentally friendly work practices.	
	7. Training programs support the improvement of environmentally friendly behavior.	(Aldana et al., 2026; Barba-Aragón et al., 2026; Pham et al., 2026)
	8. The organization encourages employee participation in environmental training programs.	
Green Performance Evaluation	9. Environmental performance is part of employee performance assessment.	(Aldana et al., 2026; Renwick, 2026)
	10. The organization assesses employee contributions to environmental programs.	
	11. Performance evaluation includes environmentally friendly work behavior.	
	12. Performance assessment takes into account compliance with environmental policies.	
Green Reward	13. The organization rewards employees who support environmental programs.	(Barba-Aragón et al., 2026; Pham et al., 2026; Renwick, 2026)
	14. There are incentives for employees who carry out environmentally friendly innovations.	
	15. Awards are given to employees who behave in an energy and resource efficient manner.	
	16. The reward system encourages employee participation in environmental activities.	

Dimensions	Indicator	Source
Green Employee Relations	17. The organization encourages employee involvement in environmental activities.	(Pham et al., 2026; Renwick, 2026)
	18. Employees are involved in the organization's sustainability programs	
	19. The organization builds an environmentally conscious work culture.	
	20. The organization's internal communications support environmentally friendly work practices.	

Source: Processed by Author (2026)

RESULT AND DISCUSSION

The data analysis in this study employed descriptive statistical analysis to describe respondents' perceptions of each dimension of Green Human Resource Management. The descriptive statistics

used include: 1) Frequency distribution, 2) Percentage, 3) Mean (average value). The mean value was used to determine the level of respondents' perceptions regarding each GHRM dimension. The interpretation of mean values is based on the following criteria:

Table 5. Mean Values

Mean Range	Interpretation
3.26 – 4.00	Very important
2.51 – 3.25	Important
1.76 – 2.50	Less important
1.00 – 1.75	Not important

Source: Processed Data (2026)

Descriptive Statistical Results

The following table presents the mean scores for each dimension of Green Human Resource Management. The results show that all GHRM dimensions

have mean values above 3.26, indicating that respondents perceive the implementation of Green Human Resource Management practices as highly important within organizations.

Table 6. Descriptive Statistics Results

GHRM Dimension	Mean	Interpretation
Green Recruitment	3.31	Very important
Green Training and Development	3.34	Very important
Green Performance Evaluation	3.28	Very important
Green Reward	3.32	Very important
Green Employee Relations	3.36	Very important

Source: Processed Data (2026)

The results of distributing questionnaires to students produced a picture of respondents based on gender, namely 25% (47) respondents were male, and 75% (143) respondents were female. In terms

of age, most respondents (65%) were students over 19 years old. Based on several previous studies, GHRM practices that include recruitment, training, assessment, and environmentally based rewards can

have a direct impact on organizational sustainability performance (Awwad et al., 2025). Furthermore, to determine respondents' understanding of the importance of Green Human Resource Management in the work environment, an in-depth analysis will be conducted on the five dimensions studied.

Green Recruitment Dimension

To determine students' perceptions of the green recruitment dimension, students responded to the level of importance of the following four statements: (1) The organization considers environmental concerns in the recruitment process, (2) Job vacancy information includes the organization's commitment to the environment (3) Employee selection considers environmental competencies, (4) The recruitment process is carried out digitally to reduce paper use. From the results of data processing, it was found that, according to students, it is important for every company to pay attention to environmental aspects in its recruitment process. This can be seen in the following graph.

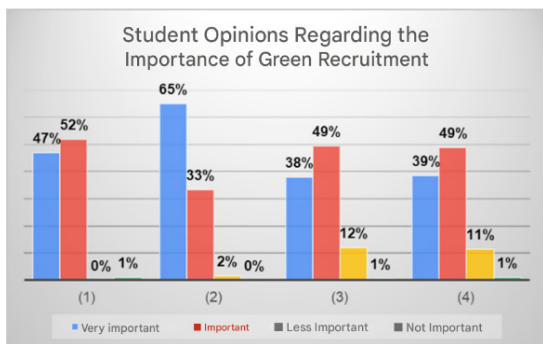


Figure 1. Graph of Student Opinions Regarding the Importance of Green Recruitment

Source: Processed Data (2026)

Based on the analysis presented in Figure 1, most respondents expressed a positive view regarding the importance of implementing green recruitment within their organizations. The proportion of respondents who considered it very important ranged between 38% and 65%,

while those who rated it as important fell between 33% and 52%. In contrast, only a small proportion of respondents viewed this aspect as less important or not important. This pattern indicates that the integration of environmental considerations into recruitment processes is widely perceived as a crucial element in advancing sustainable human resource management.

From the Resource-Based View (RBV), these findings suggest that respondents perceive green recruitment as a strategic mechanism for acquiring valuable human capital that supports long-term organizational sustainability. Rather than viewing recruitment solely as a staffing function, Generation Z expects organizations to attract individuals whose environmental values and competencies align with sustainability objectives. This finding supports the RBV argument that competitive advantage is increasingly derived from human resources possessing unique environmental knowledge, sustainability-oriented values, and green competencies that are difficult for competing organizations to replicate. Therefore, green recruitment represents an important investment in developing strategic organizational capabilities for sustainable competitiveness.

This positive perception also reflects the increasing expectation among Generation Z for organizations to demonstrate environmental commitment from the outset of the employment cycle. Recruitment is no longer seen merely as a mechanism for selecting qualified candidates, but also as a means of identifying individuals whose values align with environmental responsibility.

From a practical standpoint, organizations can incorporate sustainability into recruitment practices in several ways. For instance, environmental commitments may be communicated through job advertisements, candidates' environmental awareness can be assessed during selection processes, and digital recruitment systems

can be utilized to reduce paper consumption. These efforts position recruitment as a strategic entry point for cultivating an organizational culture that prioritizes sustainability.

These findings align with the perspective of Green Human Resource Management, which emphasizes recruitment as an initial and strategic stage in shaping environmentally responsible organizations. (Shah et al., 2024). By embedding environmental values into recruitment practices, organizations are more likely to attract individuals who are not only competent but also supportive of sustainability initiatives.

In addition, previous studies suggest that organizations adopting environmentally oriented recruitment practices tend to develop a stronger organizational image and are more attractive to candidates who prioritize sustainability (Nikitaeva et al., 2022). The findings of this study further indicate that Generation Z demonstrates a relatively high level of awareness regarding environmental issues in the workplace. This observation is consistent with Francis and Hoefel (2018), who highlight that Generation Z tends to prefer employers with clear commitments to social and environmental responsibility. Taken together, these findings underline the importance of integrating sustainability principles into recruitment processes as part of a broader human resource management strategy aimed at supporting long-term sustainable development.

Green Training & Development Dimension

In the Green Training and Development dimension, students were asked to express their views on how important this aspect is through four key statements: (1) the organization provides training related to environmental awareness, (2) employees are trained in environmentally friendly work practices, (3) training programs help improve environmentally responsible

behavior, and (4) the organization encourages employee participation in environmental training programs. The results of the data analysis show that, in general, respondents believe companies need to seriously consider environmental aspects in their training and development processes, as illustrated in Figure 2.

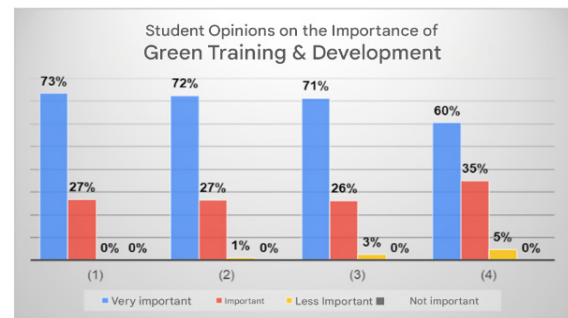


Figure 2. Graph of Student Opinions Regarding the Importance of Green Training & Development

Source: Processed Data (2026)

The results indicate that the majority of respondents consider green training and development to be a key element in the implementation of Green Human Resource Management. Across all four indicators, between 71% and 73% of respondents rated this aspect as very important, while 26% to 35% categorized it as important. Only a negligible proportion perceived it as less important. This distribution reflects a strong recognition among respondents of the importance of developing environmental competencies through structured training initiatives within organizations.

The findings can also be interpreted through the Ability-Motivation-Opportunity (AMO) framework, which explains that employees demonstrate superior performance when organizations simultaneously develop their abilities, strengthen their motivation, and provide opportunities for participation. The strong preference for green training indicates that Generation Z views environmental learning as an essential mechanism for building sustainability-related competencies. Beyond improving technical knowledge, training

enhances employees' ability to participate effectively in environmental initiatives and encourages greater commitment to organizational sustainability goals. These results reinforce the proposition that organizations should view green training as a strategic investment in developing future sustainability capabilities rather than merely fulfilling environmental compliance requirements.

This positive perception reflects how the younger generation views capacity building as a key element in supporting sustainable organizational practices. Training is understood not only as a means of increasing knowledge but also as a means of developing more environmentally responsible attitudes and behaviors. In this regard, environmental training plays a strategic role in instilling sustainability values in daily work practices. The existence of green training and development can improve green behavior among younger generations. (Gao et al., 2026).

These results align with previous research highlighting that environmental training programs are an important tool for developing employee awareness and competency related to sustainability (Renwick, 2026). Furthermore, training that incorporates sustainability principles can foster innovation and increase employee engagement in environmentally-oriented organizational activities (Li et al., 2026). Based on these findings, it is important for organizations to begin integrating sustainability issues more systematically into their training and human resource development programs so that employees are better prepared to support long-term sustainability goals.

Green Performance Evaluation Dimension

Within the green training and development dimension, respondents were asked to evaluate the importance of this aspect based on four indicators: (1) the provision of environmental awareness

training, (2) the implementation of environmentally friendly work practices training, (3) the role of training programs in fostering environmentally responsible behavior, and (4) organizational support for employee participation in environmental training initiatives.

The analysis indicates that, overall, respondents expect organizations to place serious emphasis on environmental considerations within their training and development activities. This suggests that training is perceived not only as a tool for enhancing technical competencies, but also as a means of strengthening employees' environmental awareness and responsibility, as illustrated in Figure 3.

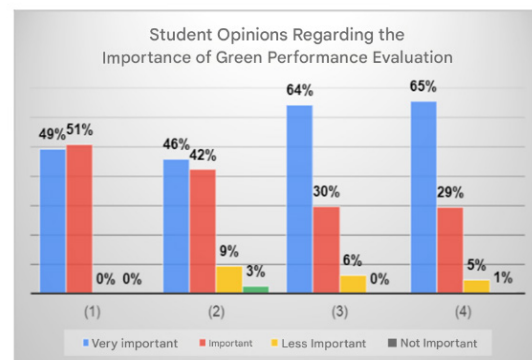


Figure 3. Graph of Student Opinions Regarding the Importance of Green Performance Evaluation

Source: Processed Data (2026)

The AMO perspective further explains the importance of environmentally based performance evaluation. By incorporating environmental indicators into performance appraisal systems, organizations strengthen employees' motivation to consistently engage in sustainable work practices. Performance evaluation therefore functions not only as a monitoring mechanism but also as a motivational instrument that aligns individual behavior with broader organizational sustainability objectives. These findings suggest that Generation Z expects sustainability performance to become an integral component of employee assessment rather than an optional organizational initiative.

The findings indicate that respondents tend to place strong importance on the implementation of green performance evaluation within organizations. For indicators related to environmentally based performance appraisal, most respondents rated them as very important, with percentages ranging from 64% to 65%, while those who considered them important ranged between 29% and 51%. Only a small proportion expressed otherwise. This pattern suggests that Generation Z increasingly expects environmental considerations to be embedded within formal performance evaluation systems.

From this perspective, performance appraisal is not only about assessing productivity results, but also about guiding employees to be more responsible for the environmental consequences of their work. When environmental aspects are included in the evaluation system, employees are more likely to act in ways that reflect greater accountability and environmental awareness. Some environmental aspects that can be included in employee performance appraisal systems include concern for energy efficiency and paper use efficiency.

This finding aligns with the concept of Green Human Resource Management, which emphasizes the importance of integrating environmental considerations into performance management practices. This is in line with the opinion of (Alwali & Alwali, 2024) who emphasized the importance of environmentally based performance evaluation. Environmentally based performance evaluation is a strategic step towards organizational sustainability (Ef-ranto et al., 2026). Previous studies have also shown that a performance evaluation system aligned with environmental goals can increase employee commitment to sustainability efforts and contribute to the development of a more environmentally responsible organizational culture. (Parvez et al., 2026). Organizations that conduct performance assessments with envi-

ronmental aspects in mind can improve their environmental performance (Zheng et al., 2026).

In this regard, organizations need to reconsider the way employee performance is evaluated. Relying solely on productivity-based indicators is no longer sufficient. A more holistic approach is required, one that also acknowledges employees' contributions to environmental management and sustainability-related initiatives.

Green Reward Dimension

Within the green reward dimension, respondents were asked to evaluate the importance of this aspect based on four indicators: (1) recognition for employees who support environmental programs, (2) incentives for environmentally friendly innovations, (3) rewards for efficient use of energy and resources, and (4) encouragement of employee participation in environmental initiatives through reward systems.

The analysis reveals that respondents generally expect organizations to place stronger emphasis on environmental aspects when designing reward systems, as illustrated in Figure 4.

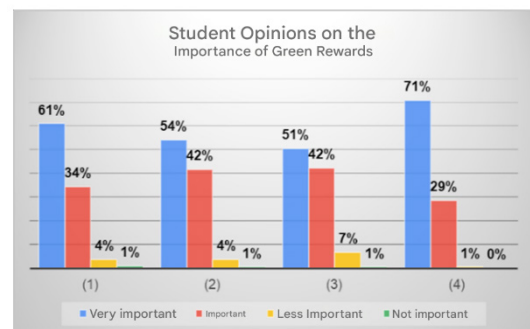


Figure 4. Graph of Student Opinions Regarding the Importance of Green Rewards
Source: Processed Data (2026)

From the AMO perspective, reward systems represent one of the strongest motivational mechanisms influencing employee behavior. The high importance assigned to green rewards indicates that Generation Z expects organizations to

recognize environmental contributions through both financial and non-financial incentives. Such recognition reinforces environmentally responsible behavior and encourages employees to participate more actively in sustainability initiatives. This finding supports the AMO proposition that motivation serves as an essential driver linking organizational practices with employee behavioral outcomes.

Overall, the findings indicate a strong level of support for the application of green reward practices in organizations. For indicators related to rewarding environmentally responsible behavior, the proportion of respondents who rated them as very important ranged from 54% to 71%, while those who rated them as important ranged between 29% and 42%. This trend suggests that Generation Z views reward mechanisms as an effective way to promote environmentally responsible behavior in the workplace.

From their point of view, providing recognition or incentives to employees who actively engage in sustainability initiatives can enhance motivation and encourage broader participation. In this context, reward systems are not merely perceived as a form of appreciation, but also as a strategic instrument for shaping behavior and aligning individual actions with organizational sustainability objectives.

These findings are consistent with previous studies which highlight that environmentally oriented reward systems can play a significant role in promoting behavioral change toward more sustainable work practices (Piwowar-Sulej, 2026). Other research results also show that organizations that pay attention to environmental aspects in providing rewards to employees who care about the environment can influence organizational performance (Goraya et al., 2025). When implemented consistently, such reward mechanisms can also reinforce an organi-

zational culture that supports environmental policies. Based on this, organizations are encouraged to design reward systems that go beyond financial performance alone. Greater emphasis should be placed on recognizing and valuing employee contributions to sustainability, so that environmental responsibility becomes an integral part of everyday work practices.

Green Employee Relations Dimension

To determine students' perceptions of the green employee relations dimension, students responded to the level of importance of the following four statements: (1) The organization encourages employee involvement in environmental activities, (2) Employees are involved in the organization's sustainability program, (3) The organization builds an environmentally conscious work culture, (4) The organization's internal communication supports environmentally friendly work practices. From the results of data processing, it was found that, according to students, it is important for every company to pay attention to environmental aspects in the employee relations process within their company, both in terms of policies, communication, and employee welfare. This can be seen in the following graph.

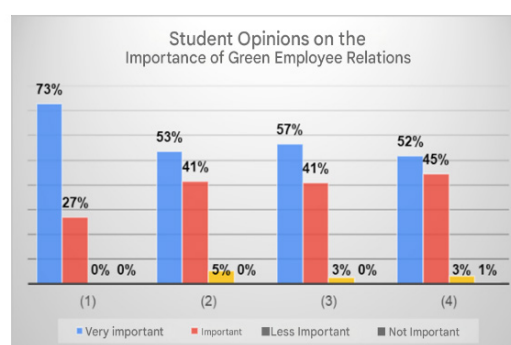


Figure 5. Graph of Student Opinions Regarding the Importance of Green Employee Relationships

Source: Processed Data (2026)

Based on the analysis results in Figure 6, the majority of respondents gave a positive assessment of the importance of

green employee relations in the organization. The percentage of respondents who stated that it was very important ranged from 52%–73%, while the response to important ranged from 27%–45%. Meanwhile, the proportion of respondents who considered it less important or not important was relatively small. This finding indicates that respondents view employee involvement in environmental programs as a crucial aspect in supporting the implementation of Green Human Resource Management practices. The high positive perception in this dimension indicates that Generation Z has a strong awareness of the importance of active employee participation in activities that support the organization's environmental sustainability. Employee involvement can be realized through various activities such as waste management programs, energy savings, greening activities, and participation in discussion forums or internal campaigns related to environmental conservation. From a human resource management perspective, work relations that encourage employee participation in environmental activities can strengthen the organization's commitment to sustainability. Employee involvement not only increases the effectiveness of environmental policy implementation but can also shape an organizational culture that is more concerned with sustainability issues.

These findings align with research showing that employee engagement in organizational environmental programs is a critical factor in the successful implementation of Green Human Resource Management (Renwick, 2026). Furthermore, active employee participation in environmental activities can also increase ecological awareness and strengthen individual responsibility for environmentally friendly work practices (Pham et al., 2026). Organizations that are able to create a green organizational climate are generally able to shape the green behavior of Gen Z (Bhut-

to & Rütelionè, 2025). Therefore, organizations must provide support to create green employee relations. Organizations need to create a work environment that supports employee engagement in sustainability programs, for example through the development of internal environmental policies, providing participation spaces for employees, and organizational communications that encourage the creation of a work culture oriented towards environmental conservation.

These findings can be further interpreted through Social Learning Theory, which argues that individual behavior is shaped through observation, interaction, and continuous social learning within the organizational environment. Generation Z appears to value organizational contexts that encourage collaboration, participation, and collective environmental responsibility rather than relying solely on formal environmental policies. Through active engagement in sustainability programs, employees observe environmentally responsible behaviors demonstrated by colleagues and organizational leaders, gradually internalizing these behaviors as shared organizational norms. Consequently, organizations that foster participative green employee relations are more likely to develop a strong sustainability culture that reinforces pro-environmental behavior across the workforce.

From the results the analysis of all student answers, the consistently high scores across all GHRM dimensions suggest that Generation Z has strong expectations for organizations to integrate environmental sustainability into human resource practices. Several factors may explain these findings. First, as a generation that has grown up amid increasing global attention to climate change and environmental degradation, Generation Z tends to demonstrate higher levels of environmental awareness and concern for sustainability issues. Second, as digital natives, they are

continuously exposed to sustainability-related content through social media and digital platforms, which may reinforce pro-environmental values and shape their expectations of future employers. Third, the respondents' status as university students may have further strengthened these perceptions, as higher education institutions increasingly incorporate sustainability topics into academic activities and campus initiatives. Nevertheless, the possibility of social desirability bias cannot be entirely ruled out, given that support for environmental sustainability is increasingly viewed as a socially desirable attitude among younger generations. The

particularly high ratings for green employee relations and green training and development further indicate that Generation Z values participative and learning-oriented approaches to sustainability. Rather than viewing environmental responsibility solely as a compliance or reward issue, this generation appears to prefer opportunities for active involvement, collaboration, and continuous learning in organizational sustainability initiatives. The following is a mapping of concrete steps that a company should implement in order to create Green Employee Relations within its organization.

Table 7. Organizational Practices in Green Human Resource Management Implementation

No	Dimensions	Organizational Practices
1.	Green Recruitment	a. In the employee recruitment process, the contents of the announcement are designed to require prospective employees to have experience and concern for the environment, and to have environmental management competencies. b. Experience and concern for the environment. c. Environmental management competency. d. The recruitment process uses digital technology to reduce paper usage.
2.	Green Training and Development	a. Create an example of a pro-environmental training program. b. Create a training curriculum that covers topics such as waste management, energy efficiency, and environmentally friendly practices. c. Benchmarking with other organizations/companies that have successfully implemented environmentally friendly policies. d. Collaborate with universities to integrate environmental training modules into internship programs. e. Conducting regular workshops that focus on best practices and innovation in environmental management. f. Develop interactive training materials such as video tutorials, e-learning modules, and educational games about the environment
3.	Green Performance Evaluation	a. Establish environmentally friendly performance indicators, for example, performance is assessed based on paper usage efficiency, electricity usage efficiency, water saving, etc. b. Establish performance assessment indicators for employee participation in developing environmentally friendly programs. c. Provide regular feedback to employees on their environmental performance and provide constructive direction to continue to develop environmentally friendly programs in a sustainable manner.

4.	Green Reward	Provide financial and/or non-financial rewards to employees who have: - Performance in achieving the target of creating an environmentally friendly workplace. - Environmentally friendly work behavior. - The ability to be an agent of change in realizing an environmentally friendly organization
5.	Green Employee Relations	Opening up opportunities for dialogue and discussion between employees and management, which is followed up with the following policies: - Form a green team to initiate environmentally friendly programs in the workplace. - Create environmentally friendly internal policies, such as energy saving, use of recycled materials, and environmental cleanup programs. - Creating a workplace that provides environmentally friendly facilities such as creating gardens or green areas in the work environment. - Designing flexible work policies (remote working) to reduce the level of energy use in the workplace

Source: Processed Data (2025)

Table 7 summarizes the practical implications of this study by translating Generation Z's preferences into actionable Green Human Resource Management (GHRM) practices. The proposed implementation reflects an integrated perspective in which green recruitment develops strategic human capital, green training, performance evaluation, and reward systems enhance employees' abilities and motivation, and green employee relations create opportunities for collaborative learning and environmental engagement. Together, these organizational practices provide a comprehensive framework for building a sustainability-oriented workforce while strengthening organizational resilience and long-term competitive advantage.

Taken together, the findings indicate that Generation Z perceives Green Human Resource Management as an integrated organizational system rather than a collection of independent human resource practices. The Resource-Based View explains the strategic importance of attracting sustainability-oriented human capital through green recruitment, while the Ability–Motivation–Opportunity framework clarifies how green training, performance

evaluation, and reward systems develop employees' capabilities and motivation to engage in sustainable work practices. At the same time, Social Learning Theory demonstrates that green employee relations create organizational environments in which environmentally responsible behaviors are learned, shared, and reinforced through continuous interaction. Collectively, these theoretical perspectives suggest that effective GHRM requires organizations to simultaneously build strategic human capital, develop employee capabilities, and cultivate collaborative sustainability cultures capable of supporting long-term organizational resilience.

CONCLUSION AND RECOMMENDATION

Based on the findings of this study, it can be seen that Generation Z generally holds a positive view on the importance of implementing Green Human Resource Management (GHRM) within organizations. All of the dimensions examined show a relatively strong level of acceptance, suggesting that this generation is quite aware of the need for human

resource practices that are aligned with environmental sustainability. Among the five dimensions, green employee relations received the highest level of response, indicating that Generation Z places strong importance on employee involvement in environmental initiatives as part of building a sustainable organization. Furthermore, the green training and development dimension also received considerable attention, reflecting Generation Z's belief that increasing environmental knowledge and awareness through training is crucial for successful GHRM implementation. The prominence of green training and environmentally friendly employee relations suggests that prospective employees place a high value on learning opportunities and active participation in sustainability initiatives. The study contributes to the GHRM literature by expanding the focus of existing research beyond current employees to include Generation Z as a future talent pool and by providing an empirical foundation for the development of a generationally sensitive GHRM approach.

These findings suggest that Generation Z expects organizations to integrate sustainability principles into human resource practices, particularly through opportunities for environmental learning and employee participation. As a result, organizations seeking to attract and retain future talent may need to align their HR strategies more closely with these expectations. In response to this, organizations are encouraged to begin embedding sustainability principles more consistently into their HRM policies and practices, so that the workplace not only focuses on productivity, but also supports long-term environmental sustainability.

Nevertheless, this study has its limitations, as it focuses only on the perceptions of university students as a representation of Generation Z. Future research could be extended by involving a more diverse group of respondents, especially Ge-

neration Z employees working in different sectors. Such an approach would allow for a deeper understanding of how GHRM is viewed across various organizational settings.

In addition, future research could move beyond descriptive analysis by employing Structural Equation Modeling (SEM) to test the effects of GHRM practices on organizational and sustainability outcomes, while longitudinal and comparative studies could provide insights into how these relationships vary across generations, sectors, and organizational settings.

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