

Sustainable HRM: Integrating Green Human Resource Management Practices for Organizational Resilience

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ABSTRACT

This paper explores the strategic role of Green Human Resource Management (Green HRM) in enhancing organizational resilience within the broader paradigm of Sustainable HRM. Drawing from theoretical frameworks such as the Resource-Based View, Dynamic Capabilities, and Stakeholder Theory, the study develops a model linking five Green HRM practices—green recruitment, green training, green performance management, green rewards, and green employee involvement—to five distinct resilience capabilities: adaptive capacity, human capital agility, organizational robustness, innovation readiness, and collective resilience. The framework posits that these HRM practices, when embedded strategically and supported by sustainability-oriented leadership and learning cultures, contribute not only to environmental outcomes but also to the organization's ability to withstand and adapt to environmental, regulatory, and operational disruptions. Practical examples from companies such as Patagonia, Unilever, and Infosys are used to illustrate real-world applications of the framework. The study concludes that Green HRM is a critical yet underutilized enabler of long-term organizational resilience and offers actionable recommendations for aligning HRM systems with sustainability goals. This work contributes to both the theoretical development and practical advancement of Sustainable HRM as a driver of strategic adaptability in the face of ecological complexity.

ABSTRAK

Artikel ini membahas peran strategis *Green Human Resource Management* (Green HRM) dalam membangun ketahanan organisasi (*organizational resilience*) dalam kerangka *Sustainable Human Resource Management*. Berdasarkan pendekatan teoretis seperti *Resource-Based View*, *Dynamic Capabilities*, dan *Stakeholder Theory*, studi ini mengembangkan model yang menghubungkan lima praktik Green HRM—rekrutmen hijau, pelatihan hijau, manajemen kinerja hijau, pemberian insentif hijau, dan keterlibatan karyawan hijau—dengan lima dimensi ketahanan organisasi, yaitu kapasitas adaptif, kelincahan modal manusia, kekokohan organisasi, kesiapan inovasi, dan ketahanan kolektif. Praktik-praktik ini tidak hanya meningkatkan kesadaran lingkungan, tetapi juga memperkuat kemampuan organisasi dalam menghadapi disrupsi regulasi, pasar, dan ekologi. Studi ini menggunakan contoh konkret dari perusahaan seperti Patagonia, Unilever, dan Infosys untuk menunjukkan penerapan model secara praktis. Temuan menunjukkan bahwa Green HRM merupakan pendekatan strategis yang masih kurang dimanfaatkan dalam memperkuat daya tahan jangka panjang organisasi di tengah kompleksitas dan ketidakpastian lingkungan.

1. Introduction

In an era marked by environmental volatility, resource constraints, and societal demand for ethical business conduct, the integration of sustainability into organizational strategy is no longer optional. As sustainability concerns intensify due to climate change, regulatory pressure, and global disruptions such as pandemics and supply chain shocks, organizations must develop systems not only to reduce their environmental impact but also to enhance their capacity to adapt and thrive. Among the strategic levers

available to organizations, human resource management (HRM) plays a pivotal role in embedding sustainability-oriented values and behaviors throughout the workforce. This has led to the emergence of Sustainable HRM, an evolving field that emphasizes the alignment of HR policies with the long-term ecological, social, and economic objectives of an organization.

One critical dimension within Sustainable HRM is the adoption of Green Human Resource Management (Green HRM), which encompasses the design and

implementation of HR practices that foster environmental responsibility among employees and support green organizational processes. Green HRM practices include environmentally conscious recruitment, green training and development, performance appraisal based on sustainability metrics, and employee involvement in ecological initiatives [1]. These practices are not merely symbolic gestures of corporate social responsibility but strategic mechanisms that influence organizational systems, learning cultures, and employee mindsets. When effectively implemented, Green HRM has the potential to embed sustainability deeply within the fabric of the organization, transforming environmental commitment from a compliance issue into a core value [2].

The relevance of Green HRM extends beyond ecological goals and into the realm of organizational resilience—the capacity to anticipate, respond to, and recover from external disruptions. Organizational resilience has emerged as a critical strategic capability in light of increasing uncertainty, ranging from environmental crises and technological disruptions to public health emergencies. Resilient organizations are those that are not only robust in the face of adversity but also adaptive and innovative in navigating complexity. Key characteristics of organizational resilience include flexibility, learning orientation, collaborative capacity, and human capital adaptability [3], [4]. These attributes can be directly influenced by HR systems that promote employee engagement with environmental values, proactive problem-solving, and a commitment to continuous improvement—all core outcomes of Green HRM.

Despite growing interest in both Green HRM and organizational resilience, these two domains have largely evolved along parallel paths in the literature. While Green HRM has been extensively studied in relation to environmental performance and pro-environmental behavior, its contribution to strategic resilience capabilities remains underexplored [5]. Similarly, research on resilience has often focused on organizational systems and leadership behaviors, with insufficient attention to the foundational role of HRM in building long-term adaptive capacity. The lack of integration between these two bodies of knowledge represents a significant conceptual gap, particularly in an era when sustainability and resilience must be pursued concurrently.

This paper addresses this gap by offering a conceptual analysis of how Green HRM practices can serve as enablers of organizational resilience within a broader Sustainable HRM framework. Drawing from the resource-based view (RBV), stakeholder theory, and dynamic capabilities perspective, the article develops a theoretical model that illustrates the pathways through which Green HRM influences core dimensions of resilience. The paper identifies key practices such as

green recruitment, green training, and eco-focused performance management as mechanisms for cultivating adaptable and environmentally conscious human capital. Furthermore, it explores how these practices foster a culture of sustainability, encourage bottom-up innovation, and enhance employee alignment with long-term organizational goals.

This paper aims to build a comprehensive conceptual foundation based on a critical analysis of existing literature and applied organizational examples. It highlights how organizations across different sectors have leveraged Green HRM to navigate environmental and operational challenges, and discusses the practical limitations and contextual barriers that may inhibit broader adoption. In doing so, the article contributes to an integrated understanding of Sustainable HRM as both an ethical imperative and a strategic necessity for organizations striving to remain viable and competitive in the face of ecological uncertainty.

2. Research Method

This study employs a qualitative research approach using a systematic literature review to explore the relationship between Green Human Resource Management (Green HRM) practices and organizational resilience within the broader framework of Sustainable HRM. The literature review method is selected as it is well-suited for synthesizing conceptual, theoretical, and empirical findings from existing scholarship without collecting primary data. This method enables the identification of conceptual gaps, integration of diverse theoretical frameworks, and development of a comprehensive conceptual model grounded in reputable academic sources.

The data collection process involves an extensive review of peer-reviewed articles indexed in Scopus and Web of Science, particularly from the fields of Human Resource Management, Sustainability Studies, Organizational Behavior, and Strategic Management. The inclusion criteria for literature selection are: (1) publications from the last five to ten years, (2) focus on Green HRM, Sustainable HRM, and/or organizational resilience, and (3) engagement with relevant theoretical perspectives such as the Resource-Based View (RBV), Stakeholder Theory, and Dynamic Capabilities. Sources lacking peer-review or thematic relevance are excluded from the analysis.

The analytical process follows a thematic qualitative approach, beginning with literature mapping, followed by coding of emerging core themes, and culminating in the construction of a theoretical narrative. Major themes identified include Green HRM practices such as green recruitment, green training, green performance management, green rewards, and green employee involvement. Each practice is examined for its contribution to specific resilience capabilities,

including adaptive capacity, human capital agility, innovation readiness, and collective resilience.

3. Result and Discussion

3.1 Green Human Resource Management (Green HRM)

Green Human Resource Management (Green HRM) represents a strategic integration of environmental management into HRM functions. It reflects an organizational commitment to environmental sustainability through workforce practices, aligning employee behavior with green values and goals. Green HRM emerged as part of a broader shift in organizations seeking to reduce ecological footprints and meet sustainability expectations [6]. Its practices span the employee lifecycle—from attracting environmentally conscious talent to embedding ecological metrics into performance and reward systems.

Key components of Green HRM include green recruitment and selection, which emphasize hiring individuals with a pro-environmental orientation; green training and development, which equip employees with knowledge and skills for sustainable work practices; and green performance management, where employees are evaluated based on their contribution to environmental objectives [6]. In addition, green reward systems incentivize eco-friendly behaviors, while participatory green initiatives—such as employee green teams or suggestion systems—encourage grassroots engagement with sustainability [7].

Beyond environmental outcomes, Green HRM has been linked to enhanced employee engagement, psychological empowerment, and organizational citizenship behavior directed at the environment. These behavioral outcomes reflect a culture where employees not only comply with green policies but actively contribute to ecological innovation [8]. Consequently, Green HRM becomes a lever not only for environmental performance but also for shaping a proactive and resilient workforce.

3.2 Sustainable HRM: An Umbrella Framework

Sustainable HRM builds upon conventional strategic HRM by embedding principles of sustainability—ecological, social, and economic—into HR policies and outcomes. It moves beyond short-term efficiency toward long-term organizational stewardship and human development [9]. While traditional HRM focuses on optimizing performance and competitiveness, Sustainable HRM considers the broader impact of HR policies on multiple stakeholders, including employees, communities, and future generations.

Sustainable HRM incorporates environmental dimensions through Green HRM practices, but also

attends to social sustainability via employee well-being, inclusion, and meaningful work. The framework calls for balancing economic goals with ethical responsibility and systemic resilience [10]. Integrating Green HRM within Sustainable HRM thus reinforces a strategic alignment between workforce systems and the organization's long-term viability.

Moreover, Sustainable HRM provides the philosophical and operational foundation for embedding resilience into organizations. Through sustainable leadership development, learning cultures, and value-driven policies, it enables organizations to navigate uncertainty and complexity in a more adaptable manner [11].

3.3 Organizational Resilience: Concepts and Capabilities

Organizational resilience is defined as the firm's ability to anticipate, prepare for, respond to, and adapt to incremental change and sudden disruptions in order to survive and thrive [12]. It involves three interconnected capabilities: absorption (withstanding shocks), adaptation (modifying internal processes), and renewal (reconfiguring for future success). Resilience has gained prominence in organizational studies, especially in response to global shocks like pandemics, climate events, and supply chain disruptions.

Key dimensions of resilience include agility, robustness, learning orientation, and innovation capability. These are supported not just by operational systems but also by human capital—skills, mindsets, and behaviors cultivated through HR practices [13]. For instance, a workforce trained in problem-solving and environmental awareness is better equipped to manage resource-related disruptions. Thus, the resilience literature has increasingly recognized HRM as a foundational enabler of adaptive and robust organizational responses.

Despite this recognition, research has rarely bridged the domains of Green HRM and organizational resilience. While environmental management literature has emphasized structural or technological adaptations, the role of human-centric green practices in resilience-building remains under-theorized. This paper seeks to address that theoretical disconnect.

3.4 Green HRM as a Strategic Driver of Resilience

Green Human Resource Management (Green HRM) represents a strategic extension of traditional HRM by embedding environmental sustainability into key people management processes. Unlike conventional HRM, which primarily focuses on productivity, performance, and compliance, Green HRM integrates ecological considerations into core functions such as recruitment and selection, training and development, performance management, compensation, and employee engagement. This integration signifies a

transformative shift in organizational philosophy—where sustainability becomes not merely a corporate responsibility initiative but a fundamental component of operational and strategic resilience [6].

The rationale for positioning Green HRM as a resilience-building mechanism stems from its capacity to shape employee behavior, mindset, and organizational culture in alignment with ecological values. Specifically, Green HRM cultivates pro-environmental behavior among employees, fosters organizational learning in sustainability, and supports leadership commitment to long-term ecological goals—all of which are essential building blocks of organizational resilience [1], [2]. These mechanisms contribute to developing four core resilience capabilities: adaptability, innovation, robustness, and agility [4], [13].

Adaptability is enhanced through green recruitment and training strategies that attract and prepare employees with values and competencies aligned with change and sustainability. Innovation is stimulated when employees are encouraged and rewarded to contribute ideas that reduce environmental impact or improve sustainability outcomes [7]. Robustness—the capacity to maintain operational stability amid disruptions—is supported through green performance standards and accountability mechanisms that embed resilience thinking into daily work. Finally, agility is promoted by cultivating a culture of rapid learning and behavioral flexibility, enabled by green learning and participative initiatives.

Empirical and practice-based literature further supports this linkage. For instance, companies such as Unilever, Patagonia, and Infosys have adopted comprehensive Green HRM strategies that not only reduce carbon footprints and operational costs but also enable them to remain agile and robust during market disruptions or environmental shocks. Patagonia's values-driven recruitment, for example, ensures that the workforce is ecologically committed and adaptable to the company's activist and sustainability-driven business model [14]. Similarly, Infosys has embedded sustainability into employee training and development, enabling the organization to continuously innovate and reduce energy consumption in IT operations—thereby supporting both environmental and resilience objectives [1].

Moreover, the broader integration of Green HRM into Sustainable HRM frameworks strengthens the strategic alignment between human capital development and organizational long-term viability. Sustainable HRM, which encompasses environmental, social, and economic sustainability in workforce policies, provides the philosophical infrastructure within which Green HRM operates as an operational arm [15]. Within this framework, resilience is not an incidental by-product

but a deliberate outcome of HR systems designed to foster sustainable adaptability.

In sum, Green HRM is more than a tactical environmental program—it is a strategic enabler of organizational resilience. It does so by developing a workforce that is ecologically literate, psychologically engaged, and behaviorally aligned with sustainable transformation. The following subsections unpack this conceptual framework by illustrating how individual Green HRM practices influence specific resilience outcomes.

3.5 Green Recruitment and Adaptive Capacity

Green recruitment is the process of attracting and selecting job candidates who possess not only the necessary technical qualifications but also strong environmental values and awareness. This practice reflects an organization's strategic intention to build a workforce capable of supporting and advancing sustainability goals from the ground up. It represents the first gate through which ecological consciousness is embedded into organizational culture, making it foundational to long-term environmental strategy. By prioritizing green attributes in job descriptions, interview protocols, and employer branding, organizations cultivate a value-congruent talent pool that is more likely to engage with and champion sustainability initiatives. Such congruence between employee values and organizational mission enhances commitment, motivation, and adaptability in the face of environmental and regulatory shifts [2]. Moreover, employees selected through green recruitment processes are often more proactive in identifying environmental risks, proposing green innovations, and aligning personal behavior with institutional eco-goals [8].

This hiring strategy significantly contributes to building adaptive capacity, a central pillar of organizational resilience. Adaptive capacity refers to the ability of an organization to adjust and realign its resources, structures, and strategies in response to both gradual environmental shifts and sudden disruptions [4]. Employees who are ecologically informed and value-aligned are more likely to demonstrate flexibility, openness to change, and forward-thinking behavior—traits essential to adaptivity.

An illustrative example is Patagonia, a company globally recognized for its environmental activism and sustainability ethos. Patagonia explicitly targets applicants with environmental values, often asking questions about sustainability interests and activism during the selection process. This approach ensures that new hires not only align with Patagonia's mission but can also mobilize quickly and authentically when environmental advocacy or crisis response is required. As a result, Patagonia maintains a workforce that is both strategically and ethically aligned, allowing the

organization to pivot efficiently in response to environmental challenges, regulatory changes, or stakeholder expectations [14].

The theoretical underpinning for this relationship lies in the Resource-Based View (RBV), which posits that organizational resources—particularly human capital—can be a source of sustained competitive advantage when they are rare, valuable, inimitable, and non-substitutable [16]. Green-minded employees constitute such a resource, especially as environmental awareness becomes a critical dimension of strategic competitiveness. Additionally, under Stakeholder Theory, recruiting employees who understand and support ecological imperatives helps organizations align with broader societal and environmental stakeholder demands [17]. In sum, green recruitment is not merely an ethical gesture but a strategic lever for enhancing resilience. It equips the organization with human resources that possess both the values and the capabilities to respond effectively to ecological volatility, positioning the firm to thrive amid environmental complexity.

Proposition 1: Organizations that implement green recruitment practices are more likely to build adaptive capacity through value-aligned and change-oriented human capital.

3.6 Green Training and Human Capital Agility

Green training and development involve systematically equipping employees with the knowledge, skills, and attitudes necessary to perform their jobs in an environmentally responsible manner. It goes beyond compliance-based environmental instruction to foster a culture of learning that promotes critical thinking, sustainability awareness, and continuous innovation. Through training programs focused on resource efficiency, green technologies, climate change mitigation, and sustainable business practices, organizations cultivate a workforce capable of responding dynamically to environmental complexity [18].

This training function plays a pivotal role in enhancing human capital agility—defined as the capability of employees to learn rapidly, apply newly acquired knowledge, and adapt their behaviors to evolving ecological and organizational demands. In the context of organizational resilience, agility in human capital enables firms to reconfigure tasks, redesign operations, and scale sustainable innovations in response to disruptions [4]. Green training not only improves technical competence but also reinforces pro-environmental psychological ownership, which increases motivation to engage with sustainability goals even under stress or uncertainty [5].

Organizational case studies provide strong validation for this link. Unilever, for example, integrates sustainability modules into its global leadership and

operations training through its “Sustainable Living Plan.” Employees across departments are trained to apply sustainability principles in daily operations, product design, and supply chain management. This cross-functional green knowledge enhances agility by allowing teams to collaboratively adapt to new environmental standards and consumer expectations. Similarly, Toyota’s extensive training on energy efficiency and waste minimization empowers factory workers to participate in lean-green manufacturing, improving both ecological outcomes and response time to production issues [19].

From a theoretical standpoint, the Dynamic Capabilities Theory supports the argument that green training enables organizations to sense environmental changes and reconfigure their resources in sustainable ways [20]. Training builds absorptive capacity, which allows employees to interpret new ecological knowledge and integrate it into innovative practices [21]. When green learning is continuous and participatory, it embeds a learning orientation into organizational routines, which is essential for resilience in high-change environments.

Moreover, green training contributes to building transformational leadership pipelines by instilling sustainability as a core competency in emerging leaders [2]. These leaders, in turn, reinforce an agile learning culture where sustainability is no longer a reactive measure but a proactive strategy. Thus, human capital agility becomes both an outcome and a reinforcing mechanism in the resilience-building process.

Proposition 2: Organizations that deliver comprehensive green training programs develop agile human capital capable of responding flexibly to environmental and operational uncertainty.

3.7 Green Performance Management and Organizational Robustness

Green performance management refers to the incorporation of environmental metrics, standards, and goals into employee evaluation and organizational performance systems. By integrating sustainability into appraisal criteria, goal-setting, and feedback mechanisms, organizations can align individual accountability with broader environmental objectives. This alignment fosters a culture where environmental performance is systematically monitored, reinforced, and continuously improved, rather than treated as an ancillary concern [18].

The implementation of green performance systems contributes significantly to organizational robustness—defined as the ability to maintain core operations and deliver consistent value under conditions of stress or external disruption. Robustness differs from flexibility in that it emphasizes structural strength, consistency, and the capacity to withstand shocks without losing functionality [13]. When employees are regularly

evaluated based on their contributions to resource efficiency, carbon footprint reduction, or compliance with environmental standards, they are more likely to internalize sustainability as a job responsibility, which reduces variability and reinforces system stability [2].

Empirical evidence supports this link. For instance, Interface Inc., a global carpet manufacturer, integrates environmental performance into its employee appraisal system by setting ambitious carbon-reduction targets at both individual and team levels. This comprehensive green KPI system is not symbolic; it directly drives behavior toward waste minimization, lifecycle thinking, and energy conservation. As a result, Interface has not only become a leader in sustainable production but has demonstrated robust operational continuity even during raw material shortages and policy shifts [22].

Incorporating sustainability into performance management also encourages procedural resilience—where employees are habituated to follow protocols that prevent environmental failures, anticipate risks, and maintain compliance even during periods of operational stress. Green performance reviews often include process indicators such as resource consumption per output unit, emissions compliance, and adherence to green operating procedures, which serve as resilience safeguards [23].

From a theoretical standpoint, these practices resonate with the Resource-Based View (RBV) by embedding environmental knowledge and behavior as organizational routines that are difficult to replicate by competitors [16]. Moreover, in the context of Dynamic Capabilities, green performance management is part of the reconfiguration mechanism—translating environmental sensing into behavioral adaptation and resource optimization [20]. Performance systems serve as formal channels for feedback and iteration, ensuring that green practices are reinforced, evaluated, and scaled.

A key consideration, however, is the balance between performance pressure and support. If environmental KPIs are imposed without adequate training or resources, they may result in stress and disengagement. Therefore, robust green performance systems must be integrated within supportive HR ecosystems, including green training, clear communication, and leadership modeling [7].

Proposition 3: Green performance appraisal systems enhance organizational robustness by aligning individual behavior with long-term environmental and operational stability.

3.8 Green Rewards and Innovation Readiness

Green rewards refer to the use of financial, symbolic, or developmental incentives to recognize and reinforce employees' pro-environmental behaviors and

achievements. These may include bonuses for reducing waste, public acknowledgment for sustainability initiatives, career advancement tied to green performance, or non-monetary benefits such as green commuting subsidies or eco-conscious workplace amenities. Green rewards are a critical component of Green HRM because they link individual motivation with organizational environmental objectives [1].

Beyond reinforcing compliance with ecological goals, green reward systems serve as catalysts for innovation readiness—the organizational capability to foster, accept, and implement new ideas, particularly in uncertain or resource-constrained contexts. By motivating employees to actively seek out and test sustainable solutions, rewards reduce resistance to change and create a sense of ownership over innovation outcomes [2]. When employees know their green contributions will be meaningfully recognized, they are more likely to take calculated risks, challenge inefficient norms, and experiment with environmentally superior alternatives.

This dynamic is especially powerful in organizations with a strong innovation culture. Google, for example, offers transportation subsidies, energy-efficiency incentives, and sustainability hackathons to engage employees in designing green solutions. These practices have led to employee-driven initiatives such as zero-waste cafeterias and carbon-offsetting travel programs. Innovation readiness in such environments is not only technical but also behavioral—grounded in a reward system that encourages continuous improvement aligned with ecological priorities [24].

From a psychological perspective, green rewards enhance intrinsic and extrinsic motivation by satisfying needs for competence, relatedness, and recognition. They also contribute to a sense of psychological safety, which is essential for innovation to flourish. When employees feel supported and rewarded for experimenting—even if initial attempts fail—they are more likely to develop creative, scalable, and environmentally beneficial solutions [25], [26].

Theoretically, this section draws on Self-Determination Theory to explain how reward structures can shift employee engagement from passive compliance to active innovation, particularly when rewards are perceived as meaningful and autonomy-supportive [27]. In terms of Dynamic Capabilities, green rewards help renew routines and embed flexibility into the organization's human resource base, enabling faster adaptation to ecological trends or market disruptions [15].

A challenge, however, lies in avoiding the pitfall of superficial or misaligned rewards. If employees perceive those rewards are symbolic or disconnected from actual green performance, trust may erode, undermining both motivation and innovation. Thus,

effective green reward systems must be carefully designed to reflect authentic values, transparent criteria, and integration with other HR practices such as appraisal and training [5].

Proposition 4: Green rewards and incentives increase employee engagement in sustainability-driven innovation, thereby enhancing innovation readiness within the organization.

3.9 Green Employee Involvement and Collective Resilience

Green employee involvement refers to the strategic participation of employees in organizational environmental initiatives beyond their formal job roles. It encompasses behaviors such as suggesting eco-innovations, participating in green committees, engaging in environmental awareness campaigns, and contributing to sustainability decision-making processes. This participative approach transforms employees from passive implementers into active architects of sustainability, fostering ownership, engagement, and shared purpose [28].

Such involvement is a powerful lever for building collective resilience, which can be defined as the organization's shared capacity to anticipate, absorb, and recover from environmental and operational disruptions through coordinated and collaborative efforts. While individual resilience focuses on personal adaptability, collective resilience emerges from trust, communication, and aligned values among members of an organization [29]. By actively engaging employees in sustainability governance and innovation, organizations foster a culture of mutual accountability and distributed leadership, which are critical for maintaining cohesion during crises.

Real-world examples illustrate this mechanism in action. Infosys, a leading global IT services firm, empowers its employees through structured green platforms such as the "Eco Clubs," which allow staff across departments to propose, design, and implement sustainability initiatives—from energy-saving protocols to water reuse systems. This decentralized model of participation has resulted not only in measurable environmental improvements but also in a resilient workforce that can collaboratively respond to environmental regulations and customer sustainability demands [1]. Similarly, Marks & Spencer's "Plan A" involves cross-functional green champions who act as internal advocates and change agents, encouraging environmental consciousness across all levels of the company.

Employee involvement in green initiatives also promotes psychological empowerment, which enhances resilience by increasing employees' sense of control and efficacy in addressing environmental issues [10]. Empowered employees are more likely to engage

in discretionary behaviors that support resilience, such as volunteering for sustainability task forces, helping peers adapt to new eco-procedures, or initiating bottom-up innovations during ecological disruptions.

Theoretically, this aligns with Stakeholder Theory, which posits that organizations should address the interests of all internal stakeholders, including employees, by granting them participatory roles in value creation processes [17]. It also resonates with the Dynamic Capabilities framework, where collective involvement enhances organizational learning and accelerates adaptation by spreading environmental knowledge across boundaries [20].

Importantly, green employee involvement not only generates direct ecological outcomes but also builds social capital—the networks, norms, and trust that underpin collective action and learning [30]. In the context of sustainability, this social capital becomes an intangible asset that supports robust, rapid, and cohesive organizational responses to disruption, from climate crises to supply chain shocks.

Proposition 5: Active employee involvement in environmental initiatives strengthens collective resilience by fostering collaboration, psychological empowerment, and a sustainability-oriented culture.

3.10 Synthesis: Linking Green HRM Practices to Resilience Capabilities

This subsection synthesizes the conceptual framework developed in Sections 3.1 to 3.6 by mapping each core Green HRM practice to the specific resilience capability it supports. The purpose is to provide a consolidated view of how environmental HR interventions translate into strategic organizational outcomes. Table 1 outlines the five Green HRM dimensions, their associated concrete activities, and the resilience dimensions they are theorized to enhance, offering a practical foundation for both academic exploration and organizational application.

By embedding this analysis within the Resource-Based View (RBV), the framework affirms the strategic value of sustainability-oriented human capital as a rare and inimitable organizational resource [16]. The inclusion of Dynamic Capabilities Theory reinforces how Green HRM enables responsiveness and continuous improvement in volatile environments [20]. Additionally, the application of Stakeholder Theory broadens the conceptual lens, showing how Green HRM aligns internal processes with external environmental expectations, enhancing legitimacy and long-term organizational stability [17]. This integrative perspective contributes to Sustainable HRM theory by positioning environmental stewardship not merely as a responsibility but as a resilience-enabling capability embedded in people practices.

Table 1. Green HRM Practices, Activities, and Associated Resilience Capabilities

Green HRM Practice	Concrete Activities / Examples	Resilience Capability Enhanced
Green Recruitment	Including environmental criteria in job descriptions	Adaptive Capacity
	Hiring for eco-conscious values and behavior	
	Assessing environmental commitment during interviews (e.g., Patagonia)	
Green Training	Sustainability onboarding programs	Human Capital Agility
	Workshops on energy conservation, waste reduction, and green logistics	
	E-learning on environmental laws and ESG standards (e.g., Infosys)	
Green Performance Management	Including environmental KPIs in appraisals	Organizational Robustness
	Reviewing compliance with green protocols (e.g., recycling, energy use)	
	Monitoring eco-efficiency metrics (e.g., carbon emissions per output unit)	
Green Rewards	Bonus schemes tied to eco-innovation	Innovation Readiness
	Public recognition for sustainable behavior	
	Green perks (e.g., bike-to-work incentives, solar panel subsidies)	
Green Employee Involvement	Creating green task forces or eco-committees	Collective Resilience
	Suggestion systems for environmental improvements	
	Involving staff in ESG policy development (e.g., M&S Plan A Champions)	

4. Conclusion

This conceptual study examined how Green Human Resource Management (Green HRM) can serve as a strategic pathway to build organizational resilience within the broader framework of Sustainable HRM. By deconstructing five cores Green HRM practices—recruitment, training, performance management, rewards, and employee involvement—the analysis revealed distinct mechanisms through which each practice cultivates a corresponding resilience capability: adaptive capacity, human capital agility, organizational robustness, innovation readiness, and collective resilience. The study suggests that Green HRM is not merely an environmental compliance tool but a transformational approach to workforce development. It enables organizations to embed sustainability values into human capital systems, promoting behavioral alignment, proactive innovation, and cohesive responses to environmental and operational disruptions. Grounded in the Resource-Based View, Dynamic Capabilities Theory, and Stakeholder Theory, the proposed framework contributes to advancing theoretical discourse on how HRM can support long-term viability in turbulent, ecologically sensitive contexts.

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