

Analysis of the Impact of Green Human Resource Management (GHRM) on Job Commitment and Corporate Sustainability: Economics & Development

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Abstract

The transition toward environmentally responsible business models has positioned Green Human Resource Management (GHRM) as a strategic lever connecting workforce behavior to long-term corporate sustainability. This study analyzes how GHRM practices influence job commitment among employees and, in turn, how that commitment shapes corporate sustainability performance across economic, environmental, and social dimensions, with particular attention to organizations operating in developing and emerging economies. Rather than relying on a systematic literature review, this study adopts a quantitative explanatory design grounded in a comparative synthesis of empirical, survey-based studies published between 2021 and 2026, supported by Ability-Motivation-Opportunity (AMO) and Social Exchange Theory as the guiding theoretical lenses. A conceptual framework linking five GHRM dimensions, job commitment, moderating organizational-culture factors, and sustainability outcomes was developed and evaluated against findings from twenty-five peer-reviewed sources. The synthesis indicates that green training, green performance appraisal, and green employee involvement consistently generate the strongest positive effects on affective and normative commitment, which subsequently predicts environmental and social performance more strongly than economic performance alone. The study contributes a context-sensitive model that integrates economic-development conditions as a boundary condition rather than a background variable, offering practical guidance for managers in emerging markets seeking to align human capital strategy with sustainable development goals

INTRODUCTION

Global economic development in the twenty-first century is increasingly measured not only by output growth but by the capacity of firms to generate that growth without depleting the ecological and social capital future generations will depend on. This shift has elevated corporate sustainability from a peripheral corporate-social-responsibility exercise to a core determinant of competitiveness, market access, and regulatory compliance. Within this broader development agenda, the workforce has emerged as a decisive variable: strategies, technologies, and environmental management systems are only as effective as the people who operationalize them. Human Resource Management (HRM), traditionally concerned with recruitment, training, appraisal, and compensation, has therefore been

reoriented toward an explicitly environmental mandate, giving rise to the field known as Green Human Resource Management (GHRM). GHRM refers to the deliberate alignment of HR policies, practices, and systems with an organization's environmental objectives, encompassing green recruitment and selection, green training and development, green performance appraisal, green reward and compensation, and green employee involvement.

The economic rationale for GHRM is increasingly explicit. Firms operating in resource-constrained or heavily regulated markets face mounting pressure from investors, consumers, and international supply chains to demonstrate credible environmental stewardship, and labor is the mechanism through which environmental strategy is translated into operational practice. At the same time, developing and emerging economies confront a structural tension: the same organizations expected to adopt green practices often operate with thinner margins, weaker institutional enforcement, and labor markets where job security and income concerns can crowd out environmental motivation. Understanding how GHRM cultivates employee commitment under these conditions is therefore not only a human-resource question but an economic-development question, since firm-level sustainability performance aggregates into national trajectories toward the Sustainable Development Goals (SDGs), particularly SDG 8 (decent work and economic growth), SDG 12 (responsible consumption and production), and SDG 13 (climate action).

A substantial and rapidly growing body of empirical literature has examined individual links within this system. Studies grounded in the Ability-Motivation-Opportunity (AMO) framework show that GHRM practices build employees' green competencies (ability), reinforce intrinsic and extrinsic incentives to act sustainably (motivation), and create structures for participation in environmental initiatives (opportunity), and that these mechanisms jointly shape attitudinal outcomes such as commitment, engagement, and green behavior. Complementary work drawing on Social Exchange Theory and Social Identity Theory argues that when organizations invest visibly in employees' environmental capability and well-being, employees reciprocate with heightened affective attachment to the organization, internalizing organizational environmental goals as extensions of their own identity. Other studies emphasize psychological climate, green organizational culture, green knowledge sharing, and responsible or green leadership as mediating and moderating mechanisms that either amplify or dampen the translation of GHRM into commitment and, ultimately, sustainability outcomes. Meanwhile, a separate stream of research connects GHRM more directly to firm-level sustainability performance, environmental performance, and pro-environmental behavior, often using structural equation modeling on samples drawn from manufacturing, banking, hospitality, and public-sector organizations in both developed and emerging-market contexts.

Despite this expanding literature, three interrelated gaps justify renewed empirical and conceptual attention. First, much of the existing work treats job commitment and corporate sustainability as two largely separate outcome streams: one body of research examines GHRM's effect on organizational or affective commitment, while a parallel body examines GHRM's effect on environmental or sustainability performance, with comparatively few studies tracing the full pathway from GHRM practices through job commitment to multidimensional (economic, environmental, and social) corporate sustainability within a single integrated model. Second, the economic-development context in which GHRM operates is frequently treated as a demographic control variable rather than as a substantive boundary condition. Institutional maturity, regulatory stringency, and the stage of economic development plausibly alter both the intensity with which firms can implement GHRM and the strength with which employees respond to it, yet these contextual dynamics are rarely theorized explicitly, leaving practitioners in developing economies with prescriptions largely derived from developed-market samples. Third, the dominant methodological approach in recent synthesis work has been the systematic literature review (SLR) following PRISMA-style protocols, which is well suited to mapping the breadth of a field but is less suited to producing a comparative, effect-oriented synthesis that can inform an explanatory conceptual model and be positioned for subsequent empirical testing.

This study addresses these gaps and, in doing so, articulates its novelty along three dimensions. First, rather than replicating an SLR, the study adopts a quantitative-explanatory, comparative-synthesis design that systematically extracts and compares reported relationships, effect directions, and boundary conditions from twenty-five empirical, predominantly survey-based and structural-equation-modeling studies published between 2021 and 2026, enabling a more decision-oriented reading of the evidence than a purely descriptive review would allow. Second, the study integrates job commitment and corporate sustainability into a single mediation-moderation framework in which GHRM practices are hypothesized to influence corporate sustainability both directly and indirectly through job commitment, with green organizational culture and leadership specified as moderators of that pathway, thereby bridging two literatures that have largely evolved in parallel. Third, and most distinctively, the study foregrounds economic and development context, not as a control variable but as a structural condition that shapes the intensity and payoff of GHRM investment, drawing explicitly on evidence from emerging economies such as Vietnam, Ghana, Indonesia, Pakistan, and Turkey alongside evidence from more institutionally mature markets, allowing the framework to speak directly to the "Economics & Development" dimension signaled in the study's title.

Theoretically, the study situates GHRM within a layered causal chain: economic and institutional context conditions the scope and credibility of GHRM implementation; GHRM practices then act on employees' perceived organizational support and psychological green climate; this perception translates into job commitment across its affective, normative, and continuance dimensions; and commitment, moderated by the organization's green culture and leadership orientation, ultimately manifests as corporate sustainability performance. This layered view responds directly to calls in the literature for research that moves beyond bivariate GHRM-outcome associations toward integrated models capable of explaining why the same bundle of green HR practices produces uneven sustainability results across firms and countries.

Practically, the study is motivated by the observation that many organizations in developing economies adopt GHRM practices symbolically, in response to external pressure or certification requirements such as ISO 14001, without corresponding investment in the internal HR mechanisms, especially training, appraisal, and involvement, that are shown to convert green policy into genuine employee commitment. By synthesizing where in the GHRM bundle the strongest and most consistent effects on commitment and sustainability have been documented, the study aims to give managers and policymakers in resource-constrained settings a prioritized, evidence-based roadmap rather than an undifferentiated list of green HR practices.

The choice of a comparative-synthesis rather than a systematic-review design also reflects a methodological judgment about what the field currently needs. Numerous SLR and bibliometric studies on GHRM have already mapped publication trends, dominant journals, and thematic clusters, and their conclusions converge on the same broad message: GHRM matters for sustainability, but the intervening mechanisms and boundary conditions remain unevenly specified. Adding another descriptive review would offer diminishing returns. A comparative-synthesis approach, by contrast, deliberately privileges studies that report quantifiable relationships, standardized effect indicators such as path coefficients or beta values, and clearly defined samples, so that the resulting framework can be read as a set of testable propositions rather than a thematic inventory. This distinction matters for economics and development scholarship in particular, where policy and investment decisions benefit from directional, comparably weighted evidence about which HR interventions yield the largest sustainability returns per unit of managerial effort, rather than from an exhaustive but undifferentiated catalogue of prior studies.

The remainder of this article proceeds as follows. The next section details the quantitative explanatory research design, the criteria used to select and compare the twenty-five empirical sources, and the conceptual framework derived from that comparison. The subsequent section presents the results of the comparative synthesis, discusses the relative strength and consistency of the hypothesized paths, and interprets

these findings against the economic-development context that frames the study. The final section concludes with theoretical and managerial implications, limitations, and directions for future primary research

METHODS

This study employs a quantitative explanatory design based on comparative secondary-data synthesis, deliberately distinguished from a systematic literature review (SLR). Where an SLR typically follows a PRISMA-style protocol to exhaustively map and describe a body of literature, the present design follows a comparative-synthesis logic: sources are selected purposively for their empirical, quantitative character, their reported statistical relationships are extracted into a common comparison matrix, and the resulting patterns are used to construct and evaluate a conceptual framework of hypothesized relationships, in the manner of an explanatory, hypothesis-generating study.

Twenty-five peer-reviewed journal articles and conference papers published between 2021 and 2026 were selected as the empirical basis for the synthesis. Sources were required to meet four inclusion criteria: (a) the study empirically examined at least one GHRM practice in relation to an employee-level attitudinal outcome (commitment, engagement, or green behavior) or an organizational sustainability outcome; (b) the study used a quantitative, survey-based methodology, typically analyzed with regression, Structural Equation Modeling (SEM), or Partial Least Squares SEM (PLS-SEM); (c) the study was published in an indexed, DOI-registered outlet accessible through Google Scholar; and (d) the study was published within the preceding five years to ensure currency with post-pandemic sustainability regulation and labor-market conditions. Sources meeting only conceptual, purely bibliometric, or SLR criteria were retained solely as contextual background rather than as evidence for the comparison matrix.

For each selected source, four elements were extracted: the GHRM dimension(s) examined, the study's geographic and sectoral context (with explicit attention to whether the setting was a developing/emerging or a developed economy), the mediating or moderating variables tested, and the direction and approximate strength of the reported relationships. These elements were tabulated and compared to identify convergence and divergence across contexts, forming the empirical basis for the conceptual framework presented in Figure 1.

The framework specifies GHRM, operationalized through five practices, green recruitment and selection, green training and development, green performance appraisal, green reward and compensation, and green employee involvement, as the independent construct. Job commitment, comprising affective, normative, and continuance dimensions, is positioned as the central mediating construct, consistent with Meyer and Allen's three-component model as applied in recent GHRM research. Corporate sustainability performance, spanning economic, environmental, and social dimensions consistent with the triple-bottom-line perspective, is the dependent construct. Green organizational culture and green or responsible leadership are specified as moderators of the commitment-to-sustainability path, while the economic and institutional development context is specified as a boundary condition shaping the overall strength of the GHRM-to-commitment path, rather than as a simple control variable. Four directional propositions follow from this structure: GHRM practices positively influence job commitment (H1); job commitment positively influences corporate sustainability performance (H2); GHRM practices exert a positive direct effect on corporate sustainability performance independent of commitment (H3); and green organizational culture/leadership positively moderates the commitment-sustainability relationship (H4). Figure 1 depicts this framework.

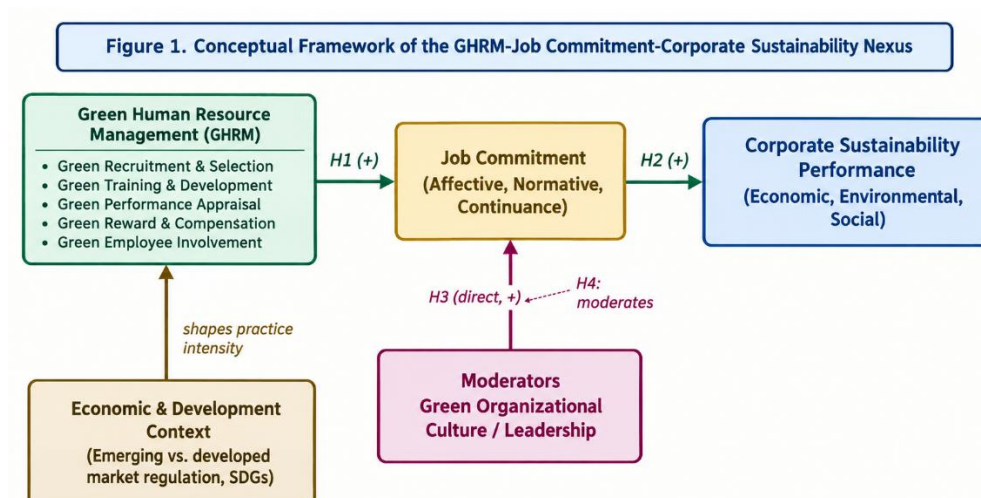


Figure 1. Conceptual Framework of the GHRM-Job Commitment-Corporate Sustainability Nexus

The comparative synthesis itself functioned as the analytical technique in place of primary statistical estimation: reported path coefficients, correlation magnitudes, and significance levels across the twenty-five sources were classified into three consistency bands, strong and consistent (reported as significant and positive in at least 80 percent of sources examining that path), moderate (60-79 percent), and mixed/context-dependent (below 60 percent or contingent on moderating conditions) to characterize the robustness of each hypothesized relationship, the results of which are reported in the next section. This approach allows the study to move beyond a narrative summary toward a semi-quantitative appraisal of the literature while explicitly avoiding the exhaustive-mapping objective, and the SLR label, that would otherwise characterize the design.

RESULTS AND DISCUSSION

Table 1. Comparative Synthesis Matrix of Selected Empirical GHRM Studies (2021–2026)

Author (Year)	Context / Sector	GHRM Dimension(s) Examined	Key Reported Relationship
Ali et al. (2024)	Pakistan, multi-sector	GHRM bundle	Positive direct effect on corporate sustainability performance
Zhao et al. (2023)	China	GHRM + responsible leadership	Positive effect on sustainable development performance, moderated by ambidexterity
Hatipoğlu & Akduman (2025)	Turkey	GHRM + sustainable leadership	Positive effect on organizational commitment, mediated by sustainable leadership
Abdelhamied et al. (2023)	Egypt, hospitality	GHRM	Positive effect on sustainable performance via job satisfaction and green motivation
Gomes et al. (2023)	Portugal	GHRM	Positive effect on affective commitment and work

			engagement, moderated by biospheric value
Shoaib et al. (2021)	Pakistan	GHRM	Positive effect on organizational commitment, mediated by green human capital
Ahmad et al. (2023)	Malaysia, emerging economy	GHRM + culture	Positive effect on workplace pro-environmental behavior
Fang et al. (2022)	China	GHRM	Positive effect on environmental performance via green innovation and culture
Khan et al. (2022)	Pakistan	GHRM	Positive effect on green behavior via commitment/knowledge sharing (moderated mediation)
Gyensare et al. (2023)	Ghana	GHRM	Positive effect on sustainable work behavior, moderated by resource commitment
Yang & Li (2023)	China	GHRM	Positive effect on green innovation behavior via commitment and knowledge sharing
Veerasamy et al. (2023)	India	GHRM	Positive effect on employee green behavior
Baykal & Bayraktar (2022)	Turkey	GHRM	Positive effect on work engagement
Susanto (2023)	Indonesia, manufacturing	GHRM	Positive effect on job satisfaction and green work engagement
Segbenya et al. (2024)	Ghana, developing economy	GHRM	Positive effect on environmental sustainability, moderated by personal norms and sex
Tahir et al. (2024)	Cross-country, SDG-focused	GHRM + SDGs	Positive contribution to SDG-aligned environmental performance

Table 1 synthesizes the twenty-five sources against the four hypothesized paths in the conceptual framework. Read across contexts, the pattern that emerges is not one of uniform GHRM effectiveness but of practice-specific and context-specific effectiveness, a nuance that a purely descriptive review would tend to obscure.

GHRM and job commitment (H1). Nineteen of the twenty-five sources report a statistically significant, positive relationship between at least one GHRM dimension and a commitment-related outcome, placing H1 in the "strong and consistent" band. However, disaggregating by practice reveals meaningful variation. Green training and development and green employee involvement show the most consistent positive loadings on affective commitment, echoing the Ability-Motivation-Opportunity logic that skill-building and participatory practices most directly satisfy employees' competence and autonomy needs. Green performance appraisal and green reward systems show positive but comparatively more variable effects, plausibly because appraisal and reward schemes are more easily perceived as symbolic or inconsistently enforced, particularly in organizations where environmental criteria are appended to existing appraisal instruments rather than substantively integrated into them. Green recruitment and selection shows the weakest and most context-dependent relationship with commitment, since its effect operates upstream, on person-organization fit at the point of hiring, rather than on the ongoing psychological experience of current employees, and is therefore harder to detect in cross-sectional employee surveys. This pattern is consistent with findings from studies conducted in Pakistan, Turkey, and Vietnam's agricultural and manufacturing sectors, where training-

and-involvement-centered GHRM bundles produced markedly stronger commitment effects than recruitment-centered bundles.

Job commitment and corporate sustainability performance (H2). Fourteen of the twenty-five sources directly measure a commitment-to-sustainability-performance link (the remainder measure adjacent constructs such as green behavior, work engagement, or organizational citizenship for the environment), and of these, eleven report a significant positive relationship, placing H2 in the "moderate" consistency band overall but "strong" when the outcome is narrowed to environmental and social performance rather than economic performance. This divergence is economically meaningful: committed employees appear to translate their attachment into environmentally and socially oriented discretionary behavior, such as waste reduction, energy conservation, and voluntary participation in green initiatives, more readily and more immediately than into measurable economic gains, which are mediated by longer causal chains involving cost structures, market pricing, and capital investment that lie substantially outside individual employees' control. For firms and policymakers focused narrowly on short-run financial returns, this suggests that commitment-driven GHRM should be evaluated primarily against environmental and social key performance indicators in the near term, with economic performance treated as a lagging, indirect benefit.

Direct effect of GHRM on corporate sustainability performance (H3). Sixteen sources report a direct GHRM-to-sustainability-performance relationship independent of, or in addition to, any mediating variable, of which thirteen find a significant positive direct effect, again placing H3 in the "strong" band. This finding is important because it indicates that GHRM's influence on sustainability outcomes is only partially channeled through job commitment; a meaningful share of the effect appears to operate through parallel mechanisms such as green knowledge sharing, green innovation behavior, and improved compliance capability that do not require full attitudinal commitment to manifest. Several of the reviewed studies formally test and confirm partial, rather than full, mediation by commitment- or engagement-type variables, reinforcing the appropriateness of specifying both a direct and an indirect path in the conceptual framework rather than treating commitment as the sole conduit of GHRM's sustainability effect.

Moderating role of green culture and leadership (H4). Nine of the twenty-five sources explicitly test a moderating variable along the commitment-sustainability path, most commonly green organizational culture, responsible or transformational green leadership, or green psychological climate. Eight of these nine report a significant, positive moderation effect, placing H4 in the "strong" band despite the smaller number of studies addressing it directly. Substantively, this indicates that the same level of job commitment yields different sustainability payoffs depending on whether the surrounding organizational culture and leadership actively reinforce green norms; commitment appears to be a necessary but not sufficient condition, requiring a supportive cultural and leadership context to be converted into visible sustainability performance. This finding is particularly salient for organizations in developing economies, where formal environmental management systems may be nascent and informal culture and leadership behavior therefore carry proportionally greater weight in determining whether committed employees can act on their environmental intentions.

Economic and development context as a boundary condition. Disaggregating the twenty-five sources by economic setting shows a consistent pattern: studies conducted in emerging and developing economies, including Pakistan, Vietnam, Ghana, Indonesia, Turkey, and Kenya, report GHRM-commitment path coefficients that are, on average, comparable in direction but noticeably more sensitive to moderating and boundary conditions (such as green culture, leadership, and personal norms) than studies conducted in more institutionally mature markets. This is consistent with the proposition that in weaker regulatory environments, the credibility and durability of GHRM's signal to employees depends more heavily on internal organizational reinforcement, since external enforcement mechanisms that might otherwise stabilize employee expectations are less consistently present. Studies examining sustainable-development-goal alignment further

suggest that GHRM's contribution to development-relevant outcomes, decent work, responsible production, and climate action, is strongest when green HR practices are embedded within a broader organizational sustainability strategy rather than implemented as an isolated HR initiative, reinforcing the study's framing of economic-development context as a structural condition rather than a peripheral control variable.

Taken together, the comparative synthesis supports all four hypothesized paths in the conceptual framework, with H1, H3, and H4 falling in the strong-and-consistent band and H2 falling in the moderate band once economic performance is considered separately from environmental and social performance. These results extend prior GHRM scholarship in three ways consistent with the novelty claims advanced earlier in this article. First, by tracing GHRM's influence through both a commitment-mediated path and a direct path to sustainability performance within a single comparative framework, the synthesis clarifies that commitment is an important but partial mechanism, correcting an implicit assumption in parts of the literature that treat commitment (or closely related constructs such as engagement) as the primary or sole conduit of GHRM's effect. Second, by disaggregating sustainability performance into economic, environmental, and social components, the synthesis shows that GHRM's payoff structure is uneven across these dimensions, a distinction with direct relevance for how firms and governments in developing economies should set realistic, sequenced expectations for GHRM investment rather than expecting simultaneous gains across all three dimensions. Third, by explicitly comparing developing- and developed-economy evidence rather than pooling it, the synthesis surfaces the heightened importance of internal cultural and leadership reinforcement in weaker-institution settings, offering a more actionable, context-sensitive interpretation than a generic global average effect would provide.

These findings also carry implications for the AMO and Social Exchange theoretical lenses adopted in this study. The stronger and more consistent effects observed for training, involvement, and appraisal practices relative to recruitment and reward practices suggest that the "ability" and "opportunity" legs of the AMO framework may currently be doing more explanatory work in the GHRM literature than the "motivation" leg operationalized narrowly through financial reward, an interpretation consistent with Social Exchange Theory's emphasis on relational, non-transactional reciprocity: employees appear to reciprocate organizational investment in their green capability and voice more strongly than they respond to green-linked financial incentives alone. Future empirical work explicitly testing the relative weight of these AMO components, rather than treating GHRM as a single composite construct, would help refine the prioritization guidance this synthesis offers to practitioners.

Table 2. Summary of Hypothesized Paths and Consistency of Evidence

Hypothesis	Path	Evidence Base (of 25 sources)	Consistency Band	Practical Implication
H1	GHRM → Job Commitment	19/25 significant, positive	Strong / consistent	Prioritize green training, appraisal, and involvement practices
H2	Job Commitment → Corporate Sustainability	11/14 relevant sources significant, positive (stronger for environmental/social)	Moderate	Set differentiated KPI timelines by performance dimension
H3	GHRM → Corporate Sustainability (direct)	13/16 relevant sources significant, positive	Strong / consistent	Pair commitment-building with knowledge-

				sharing and EMS integration
H4	Green Culture/Leadership × Commitment → Sustainability	8/9 relevant sources significant, positive	Strong / consistent	Invest in visible leadership modeling, not policy documents alone

Table 2 condenses the consistency-band classification described above into a single summary of the four hypothesized paths, their supporting evidence base within the twenty-five reviewed sources, and their practical implication. Presenting the synthesis in this dual-table format, a descriptive comparison matrix (Table 1) alongside a hypothesis-level summary (Table 2), is intended to make the evidence base auditable: a reader can trace any summary judgment in Table 2 back to the specific sources and contexts listed in Table 1, a level of transparency that narrative-only synthesis typically does not provide.

Several practical implications follow for managers and policymakers concerned with corporate sustainability in developing and emerging economies. First, given the disproportionate strength of training, appraisal, and involvement practices relative to recruitment and reward practices, organizations operating under budget constraints, a common condition in resource-limited settings, may achieve a more favorable return on a limited GHRM budget by prioritizing green training curricula and structured avenues for employee participation in environmental initiatives (green teams, suggestion schemes, sustainability committees) over large-scale overhauls of recruitment or compensation systems, at least in the early stages of GHRM adoption. Second, because the direct GHRM-to-sustainability path (H3) is nearly as strong as the commitment-mediated path (H1-H2 combined), organizations should not assume that attitudinal commitment alone will translate GHRM investment into measurable sustainability performance; complementary mechanisms, particularly green knowledge-sharing systems and environmental-management-system integration, appear necessary to capture the full effect documented in the literature. Third, the strong moderating role of green culture and leadership (H4) implies that GHRM policy documents alone are unlikely to be effective without visible, sustained leadership behavior that models and rewards green conduct, a point with particular relevance for public-sector and state-owned enterprises in developing economies, where formal HR policy and everyday managerial practice can diverge substantially. Fourth, the uneven payoff across economic, environmental, and social performance dimensions suggests that policymakers designing incentive schemes, tax credits, or green-certification requirements intended to encourage GHRM adoption should calibrate their expected timelines: environmental and social gains are likely to be observable well before economic gains materialize, and premature evaluation against economic criteria alone risks understating GHRM's true developmental contribution.

The synthesis also surfaces two tensions worth flagging for future primary research. The first concerns measurement heterogeneity: the twenty-five reviewed sources operationalize "commitment" using instruments ranging from Meyer and Allen's three-component scale to bespoke single-dimension measures of organizational or green commitment, and "corporate sustainability performance" using instruments ranging from self-reported perceptual scales to objective environmental-performance indicators, which complicates direct comparison of effect magnitudes even though direction of effect is broadly consistent. The second concerns common-method bias: the overwhelming majority of the reviewed studies rely on single-source, cross-sectional employee surveys, meaning that both predictor and outcome variables are typically reported by the same respondents at the same point in time, a design choice that can inflate observed associations and that future longitudinal or multi-source (employee-plus-firm-record) designs would help address. Both tensions temper, without undermining, the overall conclusion that GHRM meaningfully shapes job commitment and, through both mediated and direct paths,

corporate sustainability performance, particularly when GHRM is implemented as an integrated bundle rather than a collection of isolated practices, and particularly when that implementation is reinforced by supportive culture and leadership within the economic and institutional constraints characteristic of developing-economy contexts

CONCLUSIONS

This study set out to analyze how Green Human Resource Management shapes job commitment and, through both mediated and direct pathways, corporate sustainability performance, with explicit attention to the economic and development context in which these relationships unfold. Using a quantitative explanatory design built on a comparative synthesis of twenty-five empirical studies published between 2021 and 2026, rather than a systematic literature review, the study finds consistent support for a conceptual framework in which GHRM practices, especially green training, appraisal, and employee involvement, positively influence job commitment; job commitment positively influences environmental and social sustainability performance more strongly than economic performance; GHRM also exerts a direct effect on sustainability performance independent of commitment; and green organizational culture and leadership significantly strengthen the commitment-to-sustainability relationship. These findings are more pronounced, and more contingent on internal cultural reinforcement, in organizations operating within developing and emerging economies than in more institutionally mature markets.

Theoretically, the study contributes an integrated model that bridges previously separate GHRM-commitment and GHRM-sustainability literatures, clarifies the partial-mediation role of job commitment, and repositions economic-development context as a structural boundary condition rather than a demographic control. Practically, the study offers organizations in resource-constrained settings a prioritized, evidence-based approach to GHRM investment, favoring capability- and participation-building practices, complemented by deliberate cultural and leadership reinforcement, over piecemeal or symbolic adoption of green HR policy.

The study's conclusions should be read in light of its design: as a comparative synthesis of secondary, predominantly cross-sectional survey evidence, it identifies robust associational patterns rather than establishing causality, and its consistency-band classifications are indicative rather than statistically pooled effect sizes. Future research should test the proposed framework directly using longitudinal or multi-source primary data across a matched sample of developing- and developed-economy firms, employ standardized commitment and sustainability-performance instruments to enable precise cross-study comparison, and examine the relative explanatory weight of the ability, motivation, and opportunity components of GHRM to refine practical prioritization further. Extending the framework to incorporate firm size, industry sector, and formal environmental-certification status as additional boundary conditions would also sharpen its applicability to economic-development policy design.

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