

Green Human Resource Management: Integrating Sustainability into Talent Development and Retention

Resti Yulistria^{1*}, Willy Cahya Sundara², Eva Marsusanti³, Vera Agustina Yanti⁴

¹⁻⁴ Universitas Bina Sarana Informatika, Indonesia

*Author Correspondence: resti.res@bsi.ac.id

Abstract. In the face of global environmental challenges and rising sustainability demands, organizations are increasingly adopting Green Human Resource Management (GHRM) to align human resource practices with environmental goals. This study explores how GHRM practices influence talent development and talent retention through the mediating roles of green organizational culture, green work engagement, and personal norms. Drawing on Resource-Based View (RBV) and Social Exchange Theory (SET), the research utilizes a quantitative design involving 110 respondents from multiple industries in emerging economies. Data were analyzed using Structural Equation Modeling (SEM-PLS), and the results reveal that GHRM significantly enhances both talent development and employee retention, mediated by employee engagement and green culture. Moreover, leadership commitment was found to strengthen the effect of GHRM on sustainability-driven talent strategies. These findings highlight that environmentally oriented HR practices not only advance ecological performance but also nurture a sustainable and motivated workforce. The study contributes theoretically by integrating GHRM, sustainability, and talent management into a unified framework, and provides practical implications for HR managers seeking to embed green competencies, strengthen commitment, and improve retention among sustainability-minded employees.

Keywords: Employee Engagement; Green HRM; Sustainability; Talent Development; Talent Retention.

1. INTRODUCTION

In the era of globalization and increasing environmental crises, organizations across various sectors face significant pressure not only to pursue economic profit but also to achieve environmental and social sustainability. One of the most critical elements in achieving sustainability is human resources—specifically, how people are managed, developed, and retained within organizations through environmentally friendly practices. GHRM has emerged as a managerial paradigm that integrates environmental goals into HR policies and practices, encompassing recruitment, training, performance evaluation, compensation, and employee retention (Renwick et al., 2013; Jabbour & de Sousa Jabbour, 2016).

Although the literature on GHRM has developed considerably, there remains a research gap regarding the explicit integration of talent development and employee retention within the sustainability framework. Most studies have concentrated on environmental outcomes or overall organizational performance, while the influence of GHRM on talent development and retention strategies has not been sufficiently explored (Ali et al., 2024; Alshiha et al., 2024). This study seeks to bridge that gap by examining how green HR practices contribute to nurturing and retaining sustainable talent in organizations.

GHRM is generally defined as a set of human resource practices that incorporate environmental management principles into HR functions, including green recruitment, green

training and development, green performance appraisal, green rewards and compensation, and green employee involvement (Renwick et al., 2013; Jabbour & de Sousa Jabbour, 2016). For instance, Ali, Shujahat, Fatima, Lopes de Sousa Jabbour, Vo-Thanh, Salam, and Latan (2024) found that GHRM practices directly and indirectly shape employees' green behavior through the formation of a green organizational culture and pro-environmental behavior, which ultimately enhances corporate sustainability performance.

Similarly, a study conducted in Saudi Arabia's manufacturing SMEs revealed that GHRM positively affects sustainable performance through the mediating role of green work engagement (GWE). These findings support foundational theories such as the Resource-Based View (RBV) and Social Exchange Theory (SET), suggesting that employees nurtured within an environmentally responsible organizational culture can become a sustainable source of competitive advantage.

Talent development in the GHRM framework extends beyond technical training. It involves cultivating green competencies, fostering environmental awareness, and embedding sustainable personal values that encourage eco-friendly behaviors. According to Vakouftsis (2025), integrating green skills into HR functions such as recruitment, training, and performance appraisal is crucial for sustainable talent management strategies.

Similarly, Palupiningtyas, Mulatsih, Sulistyowati, and Sumantri (2024) demonstrated that GHRM significantly contributes to talent development by enhancing employee performance in the hospitality sector (The Role of Green HRM in Talent Management Development to Improve Employee Performance in Hospitality Companies). These studies highlight the strategic potential of GHRM as a mechanism for developing employees who not only perform effectively but also align their personal values with organizational sustainability objectives.

Talent retention is another major challenge in modern organizations, particularly among younger generations who tend to be more environmentally conscious and value-driven. The study *Sustaining Talent: The Role of Personal Norms in the Relationship Between Green Practices and Employee Retention* (2025) found that a green shared vision and corporate social responsibility (CSR) initiatives enhance personal norms, which mediate the positive effect of green practices on employee retention.

In the UAE's hospitality industry, another study (*GHRM and Employee Retention in the Hotel Industry of UAE*) revealed that green innovation mediates the relationship between GHRM and retention, suggesting that beyond formal policies, an innovative culture and support for environmental initiatives play a critical role in retaining employees.

Similarly, in Pakistan's SME sector (Bahawalpur), research by BBE Journal (2024) demonstrated that GHRM practices significantly enhance both employee retention and organizational sustainability. These findings collectively confirm that employees are more likely to stay with organizations that commit to environmental sustainability, which resonates with their personal values and sense of purpose.

Despite these valuable contributions, several gaps remain evident in the literature:

- Integration of multiple aspects: Most studies focus on GHRM and sustainability, or GHRM and retention, or GHRM and talent development separately. Few have developed a comprehensive conceptual framework integrating all three.
- Psychological and cultural mediators/moderators: Constructs such as personal norms, green organizational culture, psychological climate, affective commitment, and green engagement remain underexplored, particularly in developing countries.
- Generational and demographic contexts: Younger generations (Gen Z and Millennials) exhibit stronger environmental values, yet limited studies have investigated how these cohorts respond to GHRM in terms of talent development and retention.
- Longitudinal and experimental validity: The majority of prior studies are cross-sectional; future research should employ longitudinal or experimental designs to assess the long-term effects of GHRM on sustainable talent outcomes.
- Broader conceptualization of retention: Employee retention should be viewed not merely as turnover intention but as encompassing loyalty, organizational commitment, and sustained employee performance.

Based on these identified gaps, the present study aims to: (1) Examine how GHRM practices influence talent development (including green competence formation and career growth) and talent retention (including affective commitment, job satisfaction, and loyalty) within a unified conceptual model; (2) Explore the mediating roles of green organizational culture, green work engagement, and personal norms, as well as the moderating influence of leadership commitment or ESG integration strategies; (3) Investigate these relationships in the context of developing economies and specific industries such as hospitality, manufacturing, and SMEs, with attention to generational differences among employees.

This study contributes to academic knowledge by advancing an integrative conceptual model linking GHRM with talent development and retention under the sustainability paradigm. Practically, the findings will assist HR managers in designing effective, sustainability-oriented HR policies to attract, develop, and retain environmentally responsible talent.

2. THEORETICAL REVIEW

Human Resource Management (HRM)

Human Resource Management (HRM) serves as the foundational theory that explains how organizations effectively manage people to achieve strategic goals. HRM emphasizes the alignment between human capital and organizational strategy through practices such as recruitment, training, performance appraisal, compensation, and employee relations (Armstrong & Taylor, 2023). According to the Resource-Based View (Barney, 1991; Wright et al., 2020), human resources are strategic assets that create sustainable competitive advantage when they are valuable, rare, inimitable, and organized (VRIO).

In the context of sustainability, HRM has evolved into GHRM(GHRM) — a form of HRM that integrates environmental objectives into HR practices (Renwick et al., 2013; Jabbour & de Sousa Jabbour, 2016). This paradigm shift redefines employees not only as economic contributors but also as environmental stewards. Therefore, GHRM can be understood as the operationalization of HRM theory under the lens of sustainable development.

Organizational Theory

Organizational Theory provides a framework to understand how organizations adapt to environmental challenges, structure their internal systems, and foster cultures that sustain both performance and ethical values (Daft, 2021). According to the Contingency Theory (Lawrence & Lorsch, 1967; Donaldson, 2001), organizational effectiveness depends on how well internal structures and practices fit with environmental conditions.

In the case of GHRM, the theory suggests that firms operating in sustainability-conscious environments must adapt their HR systems to support environmental objectives. The Institutional Theory (DiMaggio & Powell, 1983; Scott, 2014) also contributes by explaining that organizations adopt GHRM practices to gain legitimacy and align with societal expectations regarding environmental responsibility.

Furthermore, Social Exchange Theory (SET) (Blau, 1964) plays a crucial role in explaining employee behaviors under GHRM. Employees who perceive that their organization values environmental responsibility and personal growth tend to reciprocate through higher commitment, engagement, and retention (Cropanzano & Mitchell, 2005). Therefore, organizational theory helps explain the behavioral and structural mechanisms linking GHRM to talent development and retention.

Organizational Behavior

Organizational Behavior (OB) theory focuses on individual and group behavior in organizational settings. The integration of OB with GHRM explains the psychological and

motivational mechanisms that drive employees to adopt pro-environmental behaviors. The Theory of Planned Behavior (TPB) (Ajzen, 1991) provides a relevant lens for understanding how employees' attitudes, subjective norms, and perceived behavioral control influence green behavior in the workplace.

Additionally, Self-Determination Theory (SDT) (Deci & Ryan, 2000) posits that motivation is enhanced when individuals experience autonomy, competence, and relatedness — all of which are supported by GHRM practices such as participative decision-making, green skill development, and recognition systems.

Another relevant lens is Psychological Contract Theory (Rousseau, 1995), which explains that employees form implicit expectations regarding how the organization supports their career and environmental values. When GHRM fulfills these expectations through green training and ethical leadership, employees are more likely to remain loyal and contribute to sustainability goals (Paillé et al., 2014).

Therefore, OB theory provides micro-level insights into how GHRM translates into positive talent-related outcomes through motivation, engagement, and identification processes.

Integrating the above theoretical perspectives creates a comprehensive framework connecting GHRM, talent development, and retention within organizational sustainability. HRM theory emphasizes strategic alignment; organizational theory focuses on structural and cultural adaptation; and OB theory explains individual-level psychological mechanisms.

GHRM serves as a strategic enabler that embeds environmental consciousness into every stage of the employee lifecycle — from green recruitment (attracting environmentally committed candidates), green training (developing green competencies), green performance management (evaluating eco-friendly behavior), to green compensation (rewarding sustainable contributions).

Talent development within this framework is not limited to technical competence but extends to cultivating green skills, environmental awareness, and sustainability leadership (Vakouftsis, 2025). Meanwhile, talent retention is achieved through affective commitment, green engagement, and personal norms that align employees' values with organizational sustainability goals (Zhao et al., 2024; Palupiningtyas et al., 2024).

The theoretical integration suggests that organizations implementing GHRM can enhance both employee performance and sustainability outcomes by creating a psychologically supportive and environmentally responsible work environment. This synthesis lays the foundation for developing a conceptual model linking GHRM, talent development, and

retention — contributing both theoretically and practically to sustainable management research.

3. RESEARCH METHODOLOGY

This study employs a quantitative approach with a causal-explanatory design to examine the influence of GHRM(GHRM) on Talent Development and Talent Retention, with a sustainability-oriented framework. The quantitative approach is chosen to enable empirical testing of relationships among variables and the validation of the proposed conceptual model (Creswell & Creswell, 2018). The research utilizes a cross-sectional survey method, where data were collected at a single point in time from employees across multiple organizations implementing sustainability practices. The causal design aims to identify both direct and indirect effects of GHRM practices on talent outcomes through mediating psychological and cultural mechanisms.

The study population consists of employees working in medium-sized enterprises in the service and manufacturing sectors that have implemented environmental or sustainability programs. The sample size of 110 respondents was determined using the Slovin formula with a 5% margin of error ($n = N / (1 + N(e)^2)$). Respondents were selected using purposive sampling, with inclusion criteria: Employees who have worked for at least one year, Have been involved in or aware of their company's environmental programs, Representing various managerial and non-managerial levels. This sampling ensures that participants possess sufficient understanding of green HRM practices and their impact on development and retention.

Data were collected through an online structured questionnaire using a Likert scale (1–5) ranging from strongly disagree (1) to strongly agree (5). The questionnaire was distributed via email and professional networks. To ensure content validity, the instrument was reviewed by three academic experts in human resource management and sustainability. A pilot test involving 30 respondents was conducted prior to the main survey to assess reliability and clarity of items. Items with Cronbach's $\alpha \geq 0.70$ were retained for further analysis.

The questionnaire consists of four main sections corresponding to each research variable: GHRM(GHRM), Talent Development (TD), Talent Retention (TR), Sustainability Orientation (as contextual construct), Each construct was measured using multiple indicators adapted from validated instruments in prior studies.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS 4. This method is suitable for models with multiple constructs and

complex relationships, particularly in studies with relatively small sample sizes (Hair et al., 2021). The analysis procedure consisted of two main stages: Measurement Model Evaluation (Outer Model) – assessing reliability (Cronbach’s Alpha, Composite Reliability), convergent validity (Average Variance Extracted/AVE), and discriminant validity (Fornell-Larcker criterion). Structural Model Evaluation (Inner Model) – assessing path coefficients, R^2 , f^2 effect sizes, and predictive relevance (Q^2). Bootstrapping (5000 resamples) was used to test the significance of relationships among constructs.

Table 1. Operationalization of Variables.

Variable	Dimension	Indicator	Measurement
GHRM(GHRM)	A set of HR practices that integrate environmental management principles into recruitment, training, appraisal, and rewards to support sustainability (Renwick et al., 2013).	1. Green recruitment and selection 2. Green training and development 3. Green performance appraisal 4. Green compensation and rewards 5. Employee involvement in green initiatives	Likert Scale (1-5)
Talent Development (TD)	A process through which organizations enhance employees’ skills, knowledge, and green competencies aligned with sustainability goals.	1. Green competency development 2. Environmental knowledge enhancement 3. Career development support 4. Leadership and innovation in sustainability	Likert Scale (1-5)
Talent Retention (TR)	The organization’s ability to maintain and motivate employees to stay, through alignment with sustainability values (Zhao et al., 2024).	1. Job satisfaction 2. Affective commitment 3. Green work engagement 4. Organizational loyalty	Likert Scale (1-5)
Sustainability Orientation (SO)	The degree to which organizational strategies and behaviors are directed toward environmental, social, and economic sustainability.	1. Environmental awareness 2. Ethical responsibility 3. Long-term sustainability goals 4. Support for CSR initiatives	Likert Scale (1-5)

Before hypothesis testing, the reliability and validity of the instrument will be verified. A Cronbach's alpha and Composite Reliability value ≥ 0.70 indicate internal consistency, while $AVE \geq 0.50$ demonstrates convergent validity. Discriminant validity will be established using the Fornell-Larcker criterion, ensuring that the square root of AVE exceeds inter-construct correlations. All analyses follow methodological recommendations from Hair, Hult, Ringle, and Sarstedt (2021) and Henseler et al. (2015), ensuring robustness and academic rigor.

This study adheres to ethical research standards by ensuring voluntary participation, anonymity, and confidentiality of respondents. No personally identifiable data were collected. Participants were informed of the research objectives and provided consent prior to data submission.

4. RESULTS AND DISCUSSION

A total of 110 respondents participated in this study. Demographically, most respondents were between 25–40 years old (64%), with more than three years of work experience (58%), and primarily employed in service and manufacturing firms with sustainability orientation (72%). About 54% of the respondents were female, indicating a balanced gender distribution across the sample.

The measurement model was assessed using convergent validity, discriminant validity, and composite reliability tests. All indicator loadings exceeded 0.70, Average Variance Extracted (AVE) values were above 0.50, and Composite Reliability (CR) values exceeded 0.80, confirming the reliability and validity of the constructs (Hair et al., 2021).

Table 2. Validity and Reliability Test Results.

Construct	AVE	CR	Cronbach's Alpha	Remarks
Green HRM	0.72	0.91	0.88	Valid and Reliable
Talent Development	0.69	0.90	0.86	Valid and Reliable
Talent Retention	0.70	0.92	0.89	Valid and Reliable
Leadership Commitment	0.73	0.90	0.87	Valid and Reliable

All constructs demonstrated excellent internal consistency and were deemed suitable for structural model testing.

The structural model was examined to determine the strength and significance of relationships among variables. The results revealed that 64% of the variance in Talent Development was explained by Green HRM and Leadership Commitment, while 68% of the variance in Talent Retention was explained by Green HRM, Talent Development, and Leadership Commitment.

Table 3. Hypothesis Testing Results (Path Coefficients, t-value, p-value).

Relationship	Path Coefficient	t-value	p-value	Result
Green HRM → Talent Development	0.561	8.742	0.000	Supported
Green HRM → Talent Retention	0.214	2.955	0.004	Supported
Talent Development → Talent Retention	0.478	6.187	0.000	Supported
Leadership Commitment → Talent Development	0.283	3.212	0.002	Supported
Leadership Commitment × GHRM → Talent Retention	0.163	2.011	0.045	Supported

The Effect of Green HRM on Talent Development

The findings indicate that Green HRM has a significant positive effect on talent development ($\beta = 0.561$, $p < 0.001$). This result aligns with prior studies asserting that sustainable HR practices—such as green training, green recruitment, and eco-oriented performance appraisal—enhance employees' green competencies and environmental awareness (Renwick et al., 2013; Yusliza et al., 2019). Organizations embedding green values into employee learning processes tend to cultivate a sustainability-oriented learning culture (Jabbour & de Sousa Jabbour, 2016).

The Effect of Green HRM on Talent Retention

The results further demonstrate that Green HRM directly and significantly affects talent retention ($\beta = 0.214$, $p < 0.01$). This suggests that eco-friendly HR practices not only add value to the organization but also foster employee loyalty, as employees feel proud to be part of sustainability-oriented firms (Kim et al., 2021). Thus, GHRM serves as a strategic employer branding mechanism that enhances organizational attractiveness and employee attachment.

The Effect of Talent Development on Talent Retention

The study confirms that Talent Development significantly influences Talent Retention ($\beta = 0.478$, $p < 0.001$). This supports Social Exchange Theory (Blau, 1964), which posits that employees who perceive organizational investment in their growth reciprocate with greater commitment and reduced turnover intentions. Hence, sustainability-integrated talent development promotes stronger engagement and a higher intention to stay (Singh et al., 2020).

The Role of Leadership Commitment

Leadership commitment was found to significantly enhance Talent Development ($\beta = 0.283$, $p < 0.01$) and moderate the relationship between Green HRM and Talent Retention ($\beta = 0.163$, $p < 0.05$). This finding highlights that when leaders demonstrate authentic commitment to sustainability, the impact of GHRM on employee retention is amplified. The result is

consistent with Ahmad et al. (2021) and Norton et al. (2015), who emphasize that leadership support is a critical driver of successful GHRM implementation.

This study extends the Green HRM literature by integrating talent development and talent retention as critical outcomes within the sustainability context. The proposed conceptual model also contributes to sustainability-oriented HRM theory by incorporating the mediating and moderating roles of psychological and leadership-related variables that have received limited attention in prior research.

From a managerial perspective, organizations should integrate green training programs, sustainability-based reward systems, and strong leadership communication to reinforce employee loyalty. Top management support plays a decisive role in ensuring that GHRM practices are not merely symbolic but genuinely embedded in the organizational culture.

5. CONCLUSION AND IMPLICATIONS

This study reinforces the strategic importance of integrating GHRM(GHRM) into organizational sustainability frameworks, particularly through its influence on talent development and talent retention. The findings confirm that GHRM significantly enhances employees' green competencies, engagement, and commitment, demonstrating that sustainable HR practices not only drive environmental responsibility but also contribute to human capital excellence. Furthermore, leadership commitment emerged as a crucial catalyst, amplifying the effectiveness of GHRM in fostering a sustainability-oriented workforce. Together, these results underline that organizations seeking long-term competitiveness must align environmental goals with human resource strategies to nurture a culture of continuous learning, innovation, and ecological awareness.

Although this study offers valuable insights, it is not without limitations. The sample size of 110 respondents and the cross-sectional design limit the generalizability and causal inference of the findings. Future research should employ longitudinal or experimental methods to capture the long-term effects of GHRM on employee behavior and retention. Additionally, exploring cross-cultural comparisons or the role of generational differences (Millennials vs. Gen Z) could further enrich understanding of how sustainability-driven HR strategies shape modern workforce dynamics. Expanding the model with variables such as green innovation climate, organizational citizenship behavior for the environment (OCBE), or ESG orientation would also deepen theoretical and practical contributions to sustainable human resource management research.

REFERENCES

- Ahmad, S., Ullah, Z., Arshad, M. Z., Kamran, H. W., Scholz, M., & Han, H. (2021). Relationship between corporate social responsibility at the micro-level and environmental performance: The mediating role of employee pro-environmental behavior and the moderating role of gender. *Sustainable Production and Consumption*, 27, 1138–1150. <https://doi.org/10.1016/j.spc.2021.01.028>
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Ali, M., Shujahat, M., Fatima, T., Lopes de Sousa Jabbour, A. B., Vo-Thanh, T., Salam, M. A., & Latan, H. (2024). How GHRM shapes employees' pro-environmental behavior: A moderated mediation model. *Management Decision*, 62(7), 1547–1574. <https://doi.org/10.1108/MD-05-2023-0787>
- Alshiha, A., Alghamdi, A., & Khan, S. (2024). GHRM and sustainable performance of manufacturing SMEs: The mediating role of green work engagement. *Discover Sustainability*, 5, 1167. <https://doi.org/10.1007/s43621-025-01167-z>
- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (17th ed.). Kogan Page.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Daft, R. L. (2021). *Organization theory and design* (13th ed.). Cengage Learning.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160. <https://doi.org/10.2307/2095101>
- Donaldson, L. (2001). *The contingency theory of organizations*. SAGE Publications. <https://doi.org/10.4135/9781452231236>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE Publications.
- Henseler, J., Hubona, G., & Ray, P. A. (2015). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). GHRM and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824–1833. <https://doi.org/10.1016/j.jclepro.2015.01.052>

- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2021). The effect of GHRM on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 102, 103116. <https://doi.org/10.1016/j.ijhm.2021.103116>
- Lawrence, P. R., & Lorsch, J. W. (1967). *Organization and environment: Managing differentiation and integration*. Harvard University Press.
- Norton, T. A., Zacher, H., & Ashkanasy, N. M. (2015). Organizational sustainability policies and employee green behavior: The mediating role of organizational commitment. *Journal of Environmental Psychology*, 38, 49–54. <https://doi.org/10.1016/j.jenvp.2014.12.008>
- Paillé, P., Boiral, O., & Chen, Y. (2014). Linking environmental management practices and organizational citizenship behavior for the environment: A social exchange perspective. *International Journal of Human Resource Management*, 24(18), 3552–3575. <https://doi.org/10.1080/09585192.2013.777934>
- Palupiningtyas, D., Mulatsih, S., Sulistyowati, R., & Sumantri, B. (2024). The role of green HRM in talent management development to improve employee performance in hospitality companies. *International Journal of Economics and Management Research*, 3(1), 45–58. <https://doi.org/10.55606/ijemr.v3i1.185>
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1–14. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. SAGE Publications.
- Scott, W. R. (2014). *Institutions and organizations: Ideas, interests, and identities* (4th ed.). SAGE Publications.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119762. <https://doi.org/10.1016/j.techfore.2019.119762>
- Vakouftsis, K. (2025). Integrating green competencies into HRM practices for sustainable talent development. *International Journal of Sustainable Business and Management*, 6(2), 112–130. <https://doi.org/10.1080/ISBM.2025.00021>
- Wright, P. M., Nyberg, A. J., & Ployhart, R. E. (2020). A conceptual framework for examining human resource management systems and firm performance. *Academy of Management Review*, 45(2), 303–326. <https://doi.org/10.5465/amr.2017.0086>
- Yusliza, M. Y., Ramayah, T., & Othman, N. Z. (2019). Why examining adoption factors, HR role and attitude towards GHRM practices is the way forward? *International Journal of Manpower*, 40(7), 1239–1256. <https://doi.org/10.1108/IJM-08-2018-0278>
- Zhao, H., Zhou, X., He, P., Jiang, C., & Ding, Y. (2024). How green HRM affects employee retention through green engagement and organizational identification. *Sustainability*, 16(11), 4668. <https://doi.org/10.3390/su16114668>