



Contents lists available at: <https://e-journal.unair.ac.id>
AJIM (Airlangga Journal of Innovation Management)
Journal homepage: <https://e-journal.unair.ac.id/AJIM>

Transformational Leadership in Green Human Resource Management Practice: A Systematic Literature Review

Sari Fitri^{1*}, Rahmad Hidayat², Tri Yuliani³

¹ Department Mandailing Natal State Islamic College, Indonesia

^{2,3} Department Mahmud Yunus University, Bujursangkar

ARTICLE INFO

Paper Type:
Review Paper

Keywords:
*Transformational leadership,
Green Human Resource
Management, Systematic
Literature Review.*

Article History
Received: 15-09-2025
Revised: 08-10-2025
Accepted: 08-10-2025
Available online: 14-10-2025

This is an open-access article
under the CC BY-NC-SA
license.

(<https://creativecommons.org/licenses/by-nc-sa/4.0/>)

ABSTRACT

This article aims to examine the role of transformational leadership in the implementation of Green Human Resource Management (Green HRM) and its contribution to organizational environmental sustainability. The urgency of this study lies in the growing demand for organizations to integrate sustainability principles into their human resource practices. Using a Systematic Literature Review (SLR) approach, 11 articles were screened and analyzed from reputable databases, including Scopus and ScienceDirect. The findings reveal that Green HRM encompasses recruitment, training, performance management, and compensation processes that are grounded in environmentally friendly values. However, its successful implementation is significantly influenced by transformational leadership. Transformational leaders play a pivotal role in shaping pro-environmental organizational culture, motivating employees to adopt green behaviors, and ultimately enhancing environmental performance and long-term sustainability. In addition, the study highlights that the effectiveness of Green HRM implementation is not solely determined by internal leadership, but also by external factors such as government policy support, stakeholder engagement, and collective awareness of environmental issues. This study concludes that the integration of Green HRM and transformational leadership represents a key strategic approach to building competitive, sustainable organizations. Theoretically, it contributes to the growing body of literature on leadership and sustainable HR practices. At the same time, practically, it provides guidance for managers and policymakers to align leadership styles with green initiatives to achieve long-term environmental goals.

*Corresponding author: sarifitri@stain-madina.ac.id

Cite this article as: Fitri, Sari; Hidayat, Rahmad; Yuliani, Tri (2025). Transformational Leadership in Green Human Resource Management Practice: A Systematic Literature Review. *Airlangga Journal of Innovation Management*, 6(3), 503-520. <https://doi.org/10.20473/ajim.v6i3.78924>

Introduction

The relationship between humans and the environment is interdependent and symbiotic. (Kodri et al., 2019; Wu, 2020). These two elements need each other, necessitating a balance. In fact, religious commandments mandate that humans, as caliphs on earth, are obligated to manage nature and are prohibited from destroying it, so that both can have a positive impact on each other (Sutiyan et al., 2025). As the primary actors in life, humans cannot be separated from the role of the environment (Alfiyah et al., 2024). The comfort, beauty, and happiness of human life are highly dependent on natural conditions. Humans are inextricably dependent on water, air, oxygen, animals, plants, and all other environmental components to sustain and ensure the sustainability of life (Hardiansyah & Adirestuty, 2021; Juliana et al., 2025). Therefore, humans must create a life management system oriented towards preserving the beauty of the environment (Monoarfa et al., 2021). Thus, the environment is not merely a target for human exploitation and exploration, but rather a prerequisite for the stability of life for both humans and the environment (Ichsan et al., 2020).

In this context, transformational leadership becomes highly relevant in shaping organizational values and behaviors that align with environmental sustainability (Ren et al., 2024). Transformational leaders inspire and motivate their employees to go beyond self-interest and commit to a larger vision, including ecological preservation (Younis & Hussain, 2023). Through dimensions such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leaders can embed green values into organizational culture and daily practices (Shang, 2023).

When applied within the framework of Green Human Resource Management (Green HRM), transformational leadership plays a crucial role in encouraging employees to adopt eco-friendly practices, fostering innovation in sustainable processes, and reinforcing accountability in environmental performance (Lubis & Shara, 2021; Yuliza & Musa, 2025). For example, leaders can inspire employees to reduce waste, support renewable energy initiatives, and participate in corporate social responsibility (CSR) programs oriented toward environmental protection. Moreover, transformational leadership ensures that environmental goals are not seen merely as compliance measures, but as a shared vision that unites the workforce (Noor et al., 2023; Shara et al., 2024). Thus, the synergy between transformational leadership and Green HRM not only strengthens organizational sustainability but also contributes to the broader goal of maintaining the balance between humans and the environment (Mendo et al., 2023; Susanto et al., 2025).

Organizations led by transformational leaders can transform environmental management from being a reactive obligation into a proactive culture of sustainability, ultimately ensuring long-term ecological and human well-being. In recent years, *Green Human Resource Management* (Green HRM) practices have become a key topic, integrating environmental awareness into human resource management. This is closely related to global efforts to address climate change and ensure environmental sustainability. (Karimi et al., 2023). Green HRM not only impacts the operational efficiency of the company but also has the potential to shape an organizational culture that is oriented towards sustainability (Ansori et al., 2022; Nizar et al., 2019).

Green Human Resource Management (Green HRM) is an innovative approach that integrates environmental awareness into all aspects of HR management. It emphasizes sustainable practices in planning, organizing, acting, and controlling (POAC) by incorporating environmental considerations into recruitment, training, performance management, and remuneration. The goal is to promote organizational sustainability while supporting human health and environmental well-being.

In an increasingly competitive organizational environment, transformational leadership has become a key focus in promoting innovative work behaviors and implementing environmentally conscious human resource management. This leadership style plays a crucial role in inspiring employees to achieve their potential through a creative, adaptive, and innovative approach (Karimi et al., 2023). Transformational leaders are able to influence employees beyond self-interest by embedding values of sustainability into organizational vision and practice. When applied within the framework of Green Human Resource Management (Green HRM), this leadership style becomes a driving force that motivates employees to

engage in eco-friendly practices, enhances green innovation, and ensures that environmental objectives are not viewed merely as compliance requirements but as shared commitments for long-term sustainability.

Recent studies further reinforce this relationship. Omarova and Jo (2022) found that environmental transformational leadership, when combined with Green HRM practices, significantly enhances employees' pro-environmental behavior, suggesting that leaders act as catalysts for embedding ecological values into daily organizational routines. Similarly, the study by Perez et al (2023) on green transformational leadership demonstrated that it plays a bridging role between Green HRM practices and environmental performance, with green psychological climate serving as a crucial mediator (Perez et al., 2023). More recently, Khan et al. (2025) provided empirical evidence from the hospitality sector in China and Pakistan, showing that Green HRM practices positively influence green innovative work behavior, with transformational leadership strengthening this effect. These findings indicate that transformational leadership not only promotes innovation but also ensures the successful implementation of sustainable HR practices, making it a critical factor in aligning organizational performance with ecological preservation.

The implementation of this orientation is inseparable from the impact of the increasing deterioration of environmental conditions. In fact, today, the issue of environmental damage is *top of mind* and increasingly worrying. Stakeholders from various countries agree that efforts to address environmental damage must be the primary focus in realizing the grand dream of transitioning the world economy towards a more environmentally friendly and sustainable direction. Climate change, natural resource depletion, ecosystem degradation, and pollution control must be given serious attention so that all industrial production activities do not add to problems that could later worsen existing conditions. Therefore, the implementation of Green HRM is important and substantial to implement now.

This article aims to examine more deeply the role of transformational leadership in supporting the implementation of Green HRM for organizational and environmental sustainability through a systematic literature review method. Although previous studies have discussed both Green HRM and transformational leadership, most of them remain empirical, focusing on specific sectors or partial variable relationships. There are still a few studies that systematically review, compare, and synthesize these findings to provide a comprehensive picture of their synergy. This gap is what the present study seeks to fill through a systematic literature review, thereby offering theoretical contributions by summarizing consistent relationship patterns and practical contributions in the form of recommendations for implementing Green HRM based on transformational leadership.

Literature Review

Green Human Resource Management

Green Human Resource Management (Green HRM) is a human resource management approach that integrates green practices throughout the human resource management process. (Faeni et al., 2025). Green HRM aims to create a work system that supports ecological sustainability through the active role of the company and its employees in implementing ecological values (Bangwal et al., 2025; Fauzi et al., 2024). Green HRM is a human resource management policy and practice that is intentionally directed to help a group/organization/company achieve its long-term and sustainable goals, following pro-environmental values (Adirestuty et al., 2025).

Within its management framework, green HRM integrates multiple functional dimensions, notably green recruitment and selection, which emphasize hiring candidates with strong environmental awareness and commitment (Humaidi et al., 2024; Qosim et al., 2023). *Green Training and Development* is the process of facilitating employees through training aimed at improving competence in environmentally friendly practices. *Green Performance Management*, which evaluates employee performance by using green behavior indicators as the primary standard for employee performance assessment (Tran, 2023). *Green Compensation and Rewards*, which awards employees who have achieved success in implementing green management in the workplace, such as employees who implement energy efficiency or reduce waste. *Employee Involvement in Green Initiatives*, which is an effort to encourage active employee involvement in environmental activities such as recycling programs, energy savings, and environmentally-based CSR. The implementation of Green HRM activities is significantly shaped by multiple theoretical approaches.

Firstly, the Resource-Based View Theory explains that Green HRM practices can be a competitive advantage that is difficult to imitate because they rely on the organization's unique and sustainable internal capabilities (Irawati & Rizky, 2024). *Second, the Theory of Planned Behavior* assumes that attitudes, subjective norms, and perceived behavioral control will shape employee intentions to act pro-environmentally (Guerra-Lombardi et al., 2025). Third, Transformative Leadership Theory, which shows that inspirational and visionary leaders can encourage changes in employee behavior to support the environmental sustainability agenda (Uddin et al., 2023).

Transformational Leadership and Green Human Resource Management

Transformational leadership is a leadership approach that emphasizes fundamental change within an organization through positive influence on individuals and teams (Klein, 2023; Qosim, 2016). This approach becomes highly relevant in various contexts, especially in an era of rapid change. Transformational leadership puts forward an inspiring vision, motivation, and individual development as key elements to achieve higher organizational objectives (Qosim & Buhori, 2022).

This approach consists of four main components, often known as the four dimensions of transformational leadership (Njaramba, 2024). The first dimension, Idealized Influence, involves the leader's ability to become a respected role model for the team. A leader with idealized influence demonstrates high integrity, consistency in action, and a focus on organizational values. The second dimension, Inspirational Motivation, refers to the leader's ability to create an attractive and motivating vision for team members to work toward. Next, Intellectual Stimulation becomes the third dimension, where leaders encourage team members to think creatively, innovate, and question assumptions to find new solutions to various challenges. Finally, Individualized Consideration is a pillar that emphasizes the leader's personal attention to the needs and development of each member, ensuring they feel valued and motivated to grow optimally in their respective roles (Alimusa et al., 2025). These four dimensions holistically build the foundation of leadership oriented toward positive change and the humanistic empowerment of team members (Adirestuty, 2019).

In the context of modern organizations, transformational leadership has proven to be an effective approach for managing change and improving performance. Research shows that transformational leadership significantly contributes to employee involvement, which in turn increases productivity and efficiency (Qalati et al., 2022). Transformational leaders are not only focused on short-term results but also on the sustainable development of the organization through investment in employee growth (Adirestuty et al., 2021). The implementation of transformational leadership becomes even more relevant in dynamic business environments, especially in the digital era, helping organizations manage technological transformation and adapt to new work cultures (Adirestuty, 2023).

Transformational leadership is also a key factor in driving innovation, especially when an organization must navigate profound strategic shifts. This is precisely why Transformational Leadership is indispensable for implementing Green Human Resource Management (Green HRM) (Harisinta, 1921). Green HRM is not a minor operational adjustment; it is a radical, value-based change that requires shifting employee mindsets from solely profit-driven goals to triple bottom line accountability (people, planet, profit) (Umair et al., 2024). The visionary, inspirational, and ethical nature of TL provides the essential cultural bridge for this transition. By using Inspirational Motivation, leaders can frame environmental responsibility not as a burden but as a noble purpose that aligns with the organization's future vision (Dahinine et al., 2023). Furthermore, Green HRM requires new, non-traditional behaviors (like waste reduction or eco-innovation), which rely heavily on Intellectual Stimulation to encourage employees to rethink current practices (Qalati et al., 2022).

While transformational leadership has been extensively studied in the context of organizational change, innovation, and general performance improvement, its specific relationship with Green HRM and environmental sustainability outcomes remains an area that is still under-explored and requires focused academic attention. The existing literature often addresses general change management but rarely focuses on how the four dimensions of TL specifically influence the adoption rates of Green Recruitment, the effectiveness of Green Training, or the intrinsic success of Green Rewards programs. This highlights a

crucial research gap in understanding the mechanism by which visionary leadership translates organizational sustainability goals into tangible, daily, pro-environmental behavior among employees.

Previous Research Findings on Green HRM and Challenges in Implementing Green HRM

Recent empirical studies have demonstrated the tangible impact of Green HRM on both organizational outcomes and employee behavior. For instance, (Klein, 2023) found that the integration of Green HRM with environmental transformational leadership significantly enhanced employees' pro-environmental behavior, suggesting that green practices embedded in HR policies encourage sustainable actions at the individual level. Similarly, (Karimi et al., 2023) reported that Green HRM positively influenced employees' green innovative work behavior in the hospitality sector of China and Pakistan, indicating its role in fostering innovation for sustainability. In addition, Green HRM practices—such as green recruitment, training, and performance appraisal- help establish an environmentally responsible organizational culture that supports long-term ecological goals (Suryadi, 2024). Meanwhile, Green HRM enhances employees' psychological green climate and motivation to engage in eco-friendly behavior, thereby linking HRM practices with organizational environmental performance (Sitohang et al., 2024).

Furthermore, Green Transformational Leadership acts as a mediator between Green HRM practices and improved environmental performance, reinforcing that the success of Green HRM depends not only on structured HR policies but also on leadership that inspires employees to embrace ecological values (Klein, 2023). These findings consistently show that Green HRM contributes to building a culture of sustainability, promoting environmental awareness, and enhancing the long-term competitiveness of organizations.

Despite its potential benefits, implementing Green HRM faces several challenges. First, organizations often struggle with the cost and resource allocation required to integrate green practices into HR functions, especially in developing countries where financial constraints are significant. (Gupta & Jangra, 2024). Second, there is the challenge of employee resistance to change, as not all employees may perceive green initiatives as urgent or relevant to their daily responsibilities (Weber & Kassab, 2024). Third, lack of leadership commitment can hinder the effectiveness of Green HRM, as without strong support from top management, green policies often remain symbolic rather than practical (Qalati et al., 2022). Additionally, measurement difficulties pose another challenge; organizations frequently lack clear metrics to evaluate the effectiveness of green HR practices and their direct impact on environmental performance (Sheikh et al., 2024). Finally, the gap between policy and practice persists, where formal adoption of Green HRM does not always translate into consistent implementation across all organizational levels (Sheikh et al., 2024). Addressing these challenges requires strategic alignment, strong leadership, continuous training, and the development of measurable performance indicators to ensure that Green HRM practices truly support sustainability goals.

Methodology

This article was written using the qualitative method of *Systematic Literature Review* (SLR). This research methodology refers to research and development efforts undertaken by researchers to collect and evaluate research related to a specific topic. This method attempts to conduct a literature review in an orderly and systematic manner, mapping out specific phases. The purpose of using the SLR method is to filter relevant sources used to realize the research topic. The process begins with a search conducted through electronic journal databases such as Scopus, Science Direct, Google Scholar, and Web of Science using the keywords *Green Human Resource Management*, *Green HRM*, *Environmental Human Resource Management*, and *GHRM Practices*. From the keyword search, 134,999 scientific papers registered in Scopus were found. After that, the author conducted a special filtering of Research Articles, resulting in 113,358 articles. After that, the author limited the results to 6 journal categories, eliminating 105,566 articles. The filtered articles consisted of 7,792 articles focused on the study of Business, Management, and Accounting, leaving 635 articles. Of the 635 articles, they were sorted again into *open-access articles* that could be downloaded by the author, leaving 154 articles. Finally, of the 154 articles that successfully passed

the filtering, the author eliminated those articles that discussed Green HRM Practices, leaving 11 articles that met the objectives of the literature review study.

Results and Discussion

Results



Figure 1. Systematic Screening Process of Green Human Resource Management (Green HRM) Research Articles

Source: Processed data from journal database search (2025).

Therefore, after going through various selection processes, from a total of more than hundreds of related studies from various *keywords* obtained through *search engines*, 11 studies were used as comparative material and sources for the current research, namely:

Table 1.

No	Researchers, Publisher, and Years	Journal	Title	Research result
1	Sumiati, Yasri, Yunia Wardi, SAGE, (2023)	Journal of General Management	The Effect of Green Human Resource Management on the Performance of Small and Medium Industries	1. Green HRM has a positive impact on an environmentally friendly production environment 2. Friendly work process environment impact on performance, economic, social, and environmental
2	Adnan Sheik, Ali Shan, Nadir Munir Hassan, Sajjad Nawaz Khan, Amani Abd'Allati,	Sustainable Futures	Impact of Green Human Resource Management Practices on Hotels' Environmental Performance: A Mediation and	1. Green HRM practices have a positive impact on Environmental Performance (EP) and Organizational Citizenship Behavior Towards the Environment (OCBE)

	ELSEVIER (2024)		Moderation Analysis	2. OCBE has an important role as a mediator for the occurrence of Green HRM and EP practices 3. Green Training provides improved knowledge about the environment and employee management competence
3	Jovi Sulistiawan, Nuri Herachwati, Edelweiss Jinan Ratu Khansa, EMERALD (2024)	Journal of Work Applied Management	Barriers in Adopting Green Human Resource Management Under Uncertainty: The Case of the Indonesian Banking Industry	1. There are 14 obstacles in the implementation of Green HRM in the banking industry. The biggest obstacle is the influence contained in the policy from stakeholders' interests 2. Implementation of Green Culture in industry banking has become matter important in reducing barriers to the implementation of Green HRM 3. Customer or Customer can become an important factor in the push realization practice Green HRM in the Banking Industry.
4	Ploychompoo Weber, Ehab Akhtam Kassab, EnPress Publisher, LLC, (2024)	Journal of Infrastructure Policy and Development	The Employee Green Behavior of Green Transformational Leadership, Green Human Resource Management on the Sustainable Performance	1. Green Behavior carried out by employees has a positive impact on the implementation of Green Transformational Leadership (GTL) and Green HRM 2. The Influence of GTL and Green HRM builds improved performance in employees in a sustainable way. 3. Employee awareness employees to the environment is largely determined by leadership and the practice of Green HRM. 4. Implementation Practice Green HRM in a sustainable way will give a positive impact in the form of improved company reputation and satisfaction all over the party.
5	Hamidah Md Yusop, Ainul Azreen Adam, Abdul Rahman Abdul Rahim, Chandramalar Munusami, Siti	Malaysian Journal of Consumer and Family Economics (MAJCAFE)	Green Human Resource Management and Employee Pro- Environmental Behavior: Environmental Knowledge Best Mediates or Moderates	1. There are 7 Practices Green HRM which can influence employee Pro-Environmental Behavior (PEB), namely Green Job Design, green recruitment and selection, green training and development, green performance management,

	Aishah Hussin, Malaysian Journal of Consumer and Family Economics (MAJCAFE (2023)		the Relationship?	green reward and compensation, green health and safety, and green labor relations. 2. Among the 7 practices, there are 4 that are significant given the impact of PEB, namely Green Recruitment and Selection, Green Training and Development, and Green Reward and Compensation.
6	Arnis Budi Santoso, Ema Desia Prajitiasari, Intan Nurul Awwaliyah, EnPress Publisher, LLC (2024)	Journal of Infrastructure, Policy and Development	The Role of Green Human Resource Management in Promoting Environmentally Responsible Behavior in the Sustainable Tourism Model	1. Implementation of Green HRM in an effective way will have a significant impact on management tourism, sustainability, and will be very useful in the long term. 2. Form real from implementation outcomes of Green HRM in the tourism sector. This is to serve from impacted employees to tourist satisfaction. 3. Successful implementation of Green HRM refers to improving efficiency, source power, and increasing the image organization as a tourist. 4. In addition to emphasizing implementation to employees, the tourism management organization of tourism must also be committed to ensuring the successful practice of Green HRM
7	Ghulam Murtaza Lahbar, Dashilla Junejo, Azeem Akhtar Bhatti, ROUTLEDGE (2023	Global Economic Review	Mediating Effect of Green Human Resource Management (GHRM) and Organizational Agility (OA) on the Firm	1. This was conducted in Pakistan, and the results of implementing Green HRM in the company give benefits for improving Pakistan's economy, creating job opportunities, and reducing unemployment. 2. Attitudes and behavior pro- pro-environmental employees driven by the existence of effective transformative management in the company. 3. Impact positive leadership, transformative to environmental performance, facilitated through the implementation of practical Green HRM and an agile

				organization (Agility of the Organization)
8	Ananya Tharanatha, R. Shashidhar, Sindhu Bharath, P. Nagesh, INDIAN SOCIETY FOR EDUCATION AND ENVIRONMENT (2023)	Indian Society for Education and Environment	The Green Behavior Role in Relationship Amid Green Human Resource Management and Employer Branding in Green Hospitals	1. Practice Green HRM gives a positive impact on the image company. 2. Implementation of the behavior green in the company gives a positive effect on the company as a provider field of Work. 3. Implementation policy: Green HRM must be strengthened with Green Behavior by all involved in the management company. Without existence strengthening, then Green HRM No will walk.
9	Evans Appiah Kissi, Moses Segbenya, John Oti Amoah, ELSEVIER (2024)	Heliyon	Environmental Sustainability Among Workers in Ghana: The Role of Green Human Resource Management	1. Implementation evaluation of workers who implement Green Performance provides a positive impact on motivation. Work with the priority principle, Green HRM. 2. The recruitment and selection process that enters the company for candidate workers gives a positive effect on reception work power that has awareness of the environment and its impact to conditions of environment of company. 3. Implementation of system recruitment and selection that prioritizes Green HRM will have a significant impact to evaluation evaluation-friendly performance environment and function for every HR in the company. 4. Uniquely, the research shows the significant impact of giving training to green employees. So, what is focused on in the application of Green HRM is the analysis and design work company.
10	Benameur Dehinine, Abderrazak Laghouag, Wasilla Ben Sahel, Tarik Guendouz,	Uncertain Supply Chain Management	The Impact of Green Human Resource Management on Green Pharmaceutical Supply Chain Management	1. Implementation of Effective Green HRM will have a positive impact on Green Supply Chain Management (GSCM), which is useful for the sustainability

	Abdelhamid Bennaceur, GROWING SCIENCE (2023)	Practices	chain supply in the industry pharmacy. In addition, the measurement maturity of GSCM is largely determined by Green HRM. 2. Implementation efforts of Green HRM in the industry of pharmaceuticals in Saudi Arabia, in line with Saudi Vision 2030, which emphasizes the importance of improving system health and safety as a component of the main success vision.
11	Sharmila Devi, Conscientia Asokan Vasdevan, Beam Rajani Balakrishnan, Sriganeshvarun Nagaraj, Rajaermani Thinakaran, INTERNATIONAL JOURNAL OF MANAGEMENT AND SUSTAINABILITY (2024)	The Impact of Green Human Resource Management Practices on Employees' Job Performance	1. Implementation practice Green HRM has a positive impact on the Spirit performance of employees, especially through the aspect of education and training. 2. Practice Green HRM is carried out among them, like promotion in a sustainable way, giving incentives and compensation, management and systems-friendly work environment, and a friendly participation program environment. 3. Giving incentives and increasing wages to employees who have performed Good in the implementation of Green HRM is a priority company, besides demanding that every employee practice Green HRM. This impact on employee satisfaction at work and can help a sustainable company

Source: from various affiliated journals (2025)

Discussion

The Role of Transformational Leadership in Green HRM

Transformational Leadership (TL) is increasingly recognized as a critical enabler of Green HRM practices because it goes beyond technical or managerial roles, embedding sustainability values into the organizational DNA. Unlike transactional leadership, which is compliance-driven, TL emphasizes intrinsic motivation and value-driven behavior. (Sumiati et al., 2023). This leadership style is therefore well-suited to addressing environmental issues, which require not only procedural compliance but also deeper attitudinal and cultural transformation among employees. (Yusop et al., 2023). By embodying

environmental stewardship, transformational leaders serve as role models, legitimizing and normalizing green behavior across organizational levels.

The connection between TL and Green HRM becomes particularly clear when examined through the four dimensions of TL. Idealized influence enables leaders to demonstrate personal commitment to sustainability, thereby legitimizing green recruitment processes that prioritize environmentally aware candidates. Inspirational motivation aligns with Green Training and Development, as leaders communicate a compelling vision of sustainability and inspire employees to embrace eco-friendly practices. Intellectual stimulation connects with innovation in green practices, encouraging employees to experiment with new methods of reducing waste or saving energy. Finally, individualized consideration overlaps with Green Rewards, where leaders recognize and reward employee contributions to environmental goals, fostering deeper engagement.

Empirical studies affirm these theoretical links. For example, (Weber & Kassab, 2024) showed that transformational leaders not only enhance employee moral awareness but also drive innovation in developing green products, underscoring the connection between TL and employee-level green behaviors. Similarly, (Lahbar et al., 2023) emphasized leadership's ability to motivate and direct subordinates in ways that strengthen Green HRM's impact on organizational agility and environmental performance. These findings suggest that TL operates as a multiplier effect, magnifying the outcomes of Green HRM practices when leadership is consistent, visible, and values-driven.

Ultimately, TL ensures that Green HRM is not merely a compliance-based initiative but an integrated cultural shift. Employees under transformational leaders are more likely to internalize environmental values, rather than merely following green policies out of obligation. This internalization makes sustainability resilient, as it becomes embedded in employee identity and workplace culture. Consequently, TL serves as the bridge between Green HRM as a set of policies and Green HRM as a lived organizational practice.

The Impact of Green HRM on Organizational and Environmental Performance

Green HRM generates positive impacts at multiple levels, beginning with the individual employee and extending to organizational outcomes and broader environmental performance. At the employee level, Green HRM practices such as Green Rewards, Green Training, and CSR involvement enhance engagement, motivation, and pro-environmental behavior. (Ramachandaran et al., 2024) demonstrated that providing incentives and compensation not only encourages compliance but also stimulates intrinsic motivation to participate in sustainability practices. Similarly, (Yusop et al., 2023) argued that relying solely on employees' environmental knowledge is insufficient; organizational interventions like rewards and recognition are critical in shaping sustained green behaviors.

At the organizational level, Green HRM contributes to efficiency, innovation, and competitive advantage. (Sumiati et al., 2023) showed that SMEs implementing Green HRM practices experienced not only improved environmental outcomes but also strengthened business performance, demonstrating that ecological practices can be a source of competitive differentiation even in resource-constrained environments. Likewise, (Sheikh et al., 2024) found in the hospitality sector that Green Training, Rewards, and Culture significantly enhanced environmental performance, positioning hotels as industry leaders in sustainability. Such findings underscore that Green HRM has a dual impact: reducing environmental footprint while enhancing business competitiveness.

Beyond direct performance, Green HRM plays a crucial role in shaping organizational identity and reputation. Studies in healthcare by (Tharanatha et al., 2023) highlighted that Green Rewards not only motivated staff but also improved hospitals' employer branding, strengthening their image as socially responsible organizations. Similarly, (Ramachandaran et al., 2024) emphasized that leadership involvement in CSR initiatives contributed to positive corporate branding, which in turn enhanced employee pride and loyalty. Thus, Green HRM indirectly contributes to talent attraction and retention through its influence on organizational reputation.

The amplifying role of Transformational Leadership in these impacts is evident. Leaders who articulate a compelling vision of sustainability ensure that employees engage in Green HRM not as a formal

requirement but as a shared organizational mission. (Weber & Kassab, 2024) showed, when TL and Green HRM are combined, employee innovation and engagement increase significantly, driving sustainable product development and long-term organizational growth. This synergy highlights the necessity of integrating leadership and HRM strategies for maximizing both ecological and organizational performance.

Barriers and Challenges to Implementation

While the benefits of Green HRM are well-documented, several barriers hinder its consistent and effective implementation. One major barrier is limited awareness and environmental knowledge among employees, particularly in developing contexts. (Kissi et al., 2024) found that in Ghana, workers often lacked basic environmental literacy, making it necessary for leaders to invest heavily in training and gradual mindset transformation. Without foundational knowledge, Green HRM practices risk being perceived as irrelevant or superficial, thereby limiting their long-term impact.

A second challenge is employee resistance, often rooted in organizational cultures that do not prioritize sustainability. (Sulistiawan et al., 2024) documented resistance within Indonesia's banking sector, where employees perceived Green HRM practices as administrative burdens that added little immediate value. Such resistance highlights the importance of shifting organizational culture alongside the implementation of green policies, as practices without cultural buy-in may generate compliance at best, and opposition at worst. Another significant challenge lies in the cost and resource demands of Green HRM implementation. Initiatives such as Green Training, Green Compensation, and environmentally oriented performance management often require upfront investments, which can discourage organizations, especially SMEs, from adopting them. (Ramachandaran et al., 2024) noted that while rewards and incentives foster green motivation, many organizations view these as expenses rather than long-term strategic investments, leading to underfunded or inconsistent programs.

Transformational Leadership can mitigate these barriers by reframing green initiatives as strategic investments rather than short-term costs. Leaders with inspirational motivation can communicate the long-term benefits of sustainability, reducing resistance by aligning organizational goals with environmental values. Role modeling and idealized influence further legitimize green practices, demonstrating their importance through visible leader behavior. As (Dahinine et al., 2023) highlighted, leaders who understand Green Jobs and actively embody them facilitate moral transformation among employees, enabling organizational sustainability even in resource-constrained contexts.

The Role of Context (Sector and Country)

The effectiveness of Green HRM is heavily influenced by sectoral and national contexts, since different industries and regions encounter distinct environmental challenges, regulatory environments, and cultural expectations. In tourism, for example, (Dahinine et al., 2023) found that Green HRM requires strong management commitment to implementing pro-environmental policies and training, given the industry's reliance on natural resources and its vulnerability to ecological degradation. Without consistent commitment, sustainability in tourism risks becoming symbolic rather than substantive.

In the hospitality industry, (Sheikh et al., 2024) emphasized the critical role of Green Training, Green Rewards, and Green Culture in enhancing environmental performance. Hotels that invested in these practices saw tangible improvements in energy efficiency, waste reduction, and customer perception. Here, sectoral competitiveness also played a role, as sustainability increasingly became a differentiating factor for hotel branding and customer choice. Thus, sector-specific pressures strongly shape the focus and effectiveness of Green HRM. In highly regulated sectors such as pharmaceuticals, national visions and policies play a defining role. (Dahinine et al., 2023) found that Green HRM in Saudi Arabia's pharmaceutical sector was closely aligned with Saudi Vision 2030, which prioritizes sustainability as a national goal. This demonstrates how country-level strategies and government priorities can institutionalize Green HRM, creating alignment between corporate initiatives and national development agendas. Similarly, in Indonesia's banking sector, (Sulistiawan et al., 2024) emphasized the integration of Green HRM with the Resource-Based View, ensuring alignment between green practices and stakeholder expectations.

Developing countries present a particularly distinctive context. In Ghana, (Kissi et al., 2024) observed that Green HRM implementation often aimed at mindset transformation, as many employees lacked prior exposure to environmental issues. In Pakistan, (Lahbar et al., 2023) found that Green HRM not only improved environmental performance but also generated broader socioeconomic benefits, such as job creation and reduced unemployment. These variations underscore that while the principles of Green HRM are universal, their implementation must be carefully adapted to sectoral demands and national conditions.

Table 2. The context of the industry sector and the country significantly influence the focus and priorities of Green HRM implementation.

Industry Sector	Primary Green HRM Focus and Key Findings	Country Context
Tourism	Implementation of pro-environmental policies and environmental training requires management commitment (Sitohang et al., 2024).	Global / Indonesia
Hotels	Green Training, Green Rewards, and Green Organizational Culture for environmental performance (Sheikh et al., 2024).	Global
Banking	Integrating Green HRM and Resource-Based View (RBV) with strong stakeholder awareness (Sulistiawan et al., 2024).	Indonesia
Pharmaceuticals	Prioritizing the synergy of Green HRM and Green Supply Chain Management (GSCM) is aligned with the national vision.	Saudi Arabia (linked to Saudi Vision 2030)
General/Developing	Focus on leadership providing conscious direction to change workers' mindsets and a gradual Green Jobs transformation.	Ghana

Research Gaps and Future Agenda

Although scholarship on Green HRM has grown substantially in recent years, significant research gaps remain. First, while the literature frequently acknowledges the role of Transformational Leadership, few studies empirically test the direct causal links between TL's four dimensions and specific Green HRM practices. For instance, while idealized influence may shape green recruitment and inspirational motivation may enhance training effectiveness, these connections are often theorized but not rigorously tested in empirical research. This gap presents opportunities for future studies to operationalize and measure these links in diverse organizational contexts.

Second, more research is needed on mediating and moderating variables. (Yusop et al., 2023) identified environmental knowledge as a mediator, but other potential variables, such as organizational culture, employee engagement, or organizational agility, as shown in (Lahbar et al., 2023), remain underexplored. Understanding these mechanisms is crucial to explaining how and why Green HRM impacts outcomes, rather than simply observing correlations. Future research could test multi-level models that capture interactions between individual, organizational, and contextual factors.

Third, sectoral coverage remains uneven. While hospitality, tourism, banking, and pharmaceuticals are well-represented, high-impact industries such as mining, heavy manufacturing, energy, and agriculture remain underexplored. These industries often have the greatest environmental footprint, making them critical contexts for studying the effectiveness of Green HRM. Expanding research into these areas could provide actionable insights for sectors where sustainability is most urgently needed.

Finally, methodological limitations persist. Most current studies adopt cross-sectional survey designs, which limit insights into the long-term dynamics of Green HRM. Longitudinal research is needed to assess how green practices evolve over time and whether they generate sustained cultural change. Similarly, qualitative and mixed-method approaches could provide richer insights into employee resistance, leadership dynamics, and the mechanisms of value internalization. Cross-country comparative studies would also be valuable, given the significant contextual differences observed across sectors and nations. Addressing these gaps will advance the theoretical and practical understanding of how TL and Green HRM interact to promote sustainable organizational performance.

Conclusion

The implementation of Green HRM practices in a company can be carried out in the following stages, including: selection and recruitment processes, training and capacity development, performance, environmental management, and compensation and rewards. In implementing this, in addition to expecting moral awareness from employees *who* implement it, it also requires creativity and innovation from leaders and stakeholders so that the implemented work design motivates *employees* to implement it. In this study, the focus of the discussion is on the transformational leadership of several companies that are trying to change the habits/behaviors of the company towards *green jobs*. Effective efforts are generally made in training sessions and by providing incentives or bonuses to employees who excel in the green field. This is very beneficial for the effectiveness and efficiency of the company, which can be seen directly by the reduction of production waste as used in previous patterns.

Training and development processes must be implemented to strengthen employee indoctrination, enabling them to understand more about the role of balance between humans and the environment. Every company's production and distribution activities must adhere to environmentally friendly standards to avoid worsening the already heavily polluted environment. Therefore, environmental knowledge from leaders is essential to effectively convey green messages and ensure employee acceptance. Furthermore, workplace management must be based on an environmentalist approach. This can take the form of water and energy management within the company environment, or the placement of positions and workspaces that are filled with greenery. Finally, compensation and recognition for high-performing employees must be prioritized to ensure a competitive and meritocratic climate that motivates each employee to continuously improve their work quality daily.

Author's Contribution

All authors have contributed to the final manuscript. The contributions of each author are as follows: Naf is responsible for collecting data, drafting manuscripts, drafting drawings, and drafting key conceptual ideas. Provided excellent guidance and provided critical revisions of articles. All authors discussed the results and contributed to the final manuscript.

Declaration of Competing Interest

The author declares that they have no commercial or financial relationship that could be construed as a potential conflict of interest.

Funding

This study did not receive any funding.

Reference

- Adirestuty, F. (2019). Customer-perceived value in creating customer satisfaction and revisit intention in sharia hotels. *Journal of Islamic Monetary Economics and Finance*, 5(2), 367–386.
- Adirestuty, F. (2023). Prioritas Strategi Pengembangan Industri Halal di Kabupaten Tasikmalaya: Pendekatan Analytical Hierarchy Process. *Jurnal Edukasi (Ekonomi, Pendidikan Dan Akuntansi)*.
- Adirestuty, F., Ramdiana, M. R., Rahayu, A., Monoarfa, H., binti Bahtar, A. Z., bin Ahmad, Z., & bin Mahmud, N. (2021). Are Non-Muslim Consumers Interested in Foods with the Halal Label? *5th Global Conference on Business, Management and Entrepreneurship (GCBME 2020)*, 695–699.
- Adirestuty, F., Ratnasart, R. T., Wardhana, A. K., Miraj, D. A., & Battour, M. (2025). Gastronomy of religious tourism: Overview and future research agenda. *Geo Journal of Tourism and Geosites*, 58(1), 188–199.
- Alfiyah, A., Yulawati, S., & Utami, F. (2024). Humans as Caliphs on Earth Environmental Responsibility in Islamic Perspective. *Journal Kajian Keislaman*, 1(2), 1–6. <https://doi.org/10.56566/jks.v1i2.243>
- Alimusa, L. O., Herianingrum, S., Adirestuty, F., & Hakim, A.-A. A. A. (2025). Determinants of Zakat compliance behaviour and future direction: a systematic literature review. *International Journal of Law and Management*.
- Ansori, A., Qosim, N., & AR, Z. T. (2022). Financial Literacy dan Niat Berinvestasi Bidang Properti pada Masyarakat Ekonomi Menengah. *Proceedings of Annual Conference on Community Engagement*, 3, 203–216.
- Bangwal, D., Chaudhary, A., Kumar, R., Oberoi, S. S., & Kumar, V. (2025). Green HRM, employee pro-environmental behavior, and environmental commitment. *Acta Psychologica*, 258(December 2024), 105153. <https://doi.org/10.1016/j.actpsy.2025.105153>
- Dahinine, B., Laghouag, A., Sahel, W. Ben, Guendouz, T., & Bennaceur, A. (2023). The impact of green human resource management on green pharmaceutical supply chain management practices. *Uncertain Supply Chain Management*, 11(3), 893–902. <https://doi.org/10.5267/j.uscm.2023.5.009>
- Faeni, D. P., Oktaviani, R. F., Riyadh, H. A., Faeni, R. P., & Beshr, B. A. H. (2025). Green Human Resource Management and Sustainable Practices on Corporate Reputation and Employee Well-being: A model for Indonesia's F&B industry. *Environmental Challenges*, 18(November 2024), 101082. <https://doi.org/10.1016/j.envc.2025.101082>
- Fauzi, Q., Ulfah, U., & Wijayanti, I. (2024). Ethical challenges in transportation: A study on the implementation of Islamic business values. *Al-Uqud: Journal of Islamic Economics*, 8(2).
- Guerra-Lombardi, V., Gutiérrez-Taño, D., Hernández-Martín, R., & Padrón-Fumero, N. (2025). Green Behavioural Intention and Behaviour of Hotel Employees: Mediation Roles of Customers, Coworkers, Supervisors, and Corporate Attitudes. *Sustainability (Switzerland)*, 17(13), 1–26. <https://doi.org/10.3390/su17135928>
- Gupta, A., & Jangra, S. (2024). Green human resource management and work engagement: Linking HRM performance attributions. *Sustainable Futures*, 7(February), 100174. <https://doi.org/10.1016/j.sfr.2024.100174>
- Hardiansyah, K., & Adirestuty, F. (2021). Islamic Business Ethics: The Key to Success in Family Business (Case Study at Green Hotel Ciamis). *Review of Islamic Economics and Finance*, 4(2), 81–98.
- Harisinta, T. (1921). Green Transformational Leadership in Improving In-Role and Extra-Role Performance: Green Human Resource Management as Mediation. *Nature*, 107(2703), 787–788. <https://doi.org/10.1038/107787a0>

- Humaidi, M. W., Hariyanto, & Azizah, M. (2024). Green philanthropy: Islamic activism on Indonesia's environmental democracy. *Ijtihad: Jurnal Wacana Hukum Islam Dan Kemanusiaan*, 24(2), 167–191. <https://doi.org/10.18326/IJTIHAD.V24I2.167-191>
- Ichsan, R. N., Santosa, S., Shara, Y., & Liriwati, F. Y. (2020). Investigation of strategic human resource management practices in business after covid-19 disruption. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(7), 13098–13110.
- Irawati, A., & Rizky, G. (2024). The Influence of Green Human Resource Management on Competitive Advantage: The Role of Green Innovation factory laborers, which has led to the growth of manufacturing industries and the. *JRABA Jurnal Riset Akuntansi Dan Bisnis Airlangga*, 9(2), 120–223. <https://doi.org/https://doi.org/10.20473/jraba.v9i2.61809>
- Juliana, J., Kartika, A. T., Adirestuty, F., Marlina, R., Utomo, Y. T., & Inomjon, Q. (2025). Does the entrepreneurial intention variable moderate muslimah's decision to become an entrepreneur. *International Review Of Community Engagement*, 1(2), 111–134.
- Karimi, S., Ahmadi Malek, F., Yaghoubi Farani, A., & Liobikienė, G. (2023). The Role of Transformational Leadership in Developing Innovative Work Behaviors: The Mediating Role of Employees' Psychological Capital. *Sustainability (Switzerland)*, 15(2). <https://doi.org/10.3390/su15021267>
- Kissi, E. A., Segbenya, M., & Oti Amoah, J. (2024). Environmental sustainability among workers in Ghana: The role of green human resource management. *Heliyon*, 10(13), e33380. <https://doi.org/10.1016/j.heliyon.2024.e33380>
- Klein, G. (2023). Transformational and transactional leadership, organizational support and environmental competition intensity as antecedents of intrapreneurial behaviors. *European Research on Management and Business Economics*, 29(2), 100215. <https://doi.org/10.1016/j.iedeen.2023.100215>
- Kodri, K., Budiwati, N., & Adirestuty, F. (2019). The Effect of Self-Efficacy Mediation to the Influence between Teacher Experience and Teacher Training Towards Technological Pedagogy and Content Knowledge. *The International Journal of Business Review (The Jobs Review)*, 2(2), 121–132.
- Lahbar, G. M., Junejo, D., & Bhatti, A. A. (2023). Mediating Effect of Green Human Resource Management (GHRM) and Organizational Agility (OA) On Firm Environmental Performance (FEP): By Applying Quantitative Research Approach. *Global Economics Review*, VIII(II), 67–83. [https://doi.org/10.31703/ger.2023\(viii-ii\).06](https://doi.org/10.31703/ger.2023(viii-ii).06)
- Lubis, I. T., & Shara, Y. (2021). Analisis Pengaruh Kompetensi Sumber Daya Manusia, Transparansi Dan Pemanfaatan Teknologi Informasi Terhadap Penyusunan Anggaran Pendapatan Dan Belanja Daerah Di Kota Medan. *Jurnal Ilmiah Simantek*, 5(3), 144–153.
- Mendo, A. Y., Singh, S. K., Yantu, I., Hinelio, R., Bokingo, A. H., Dungga, E. F., Juanna, A., Wardhana, A. K., Niroula, B., & Win, T. (2023). Entrepreneurial leadership and global management of COVID-19: A bibliometric study. *F1000Research*, 12(31), 31.
- Monoarfa, H., Nisa, S. K., & Adirestuty, F. (2021). The Role Of Work Motivatiom In Moderating The Effect Of Compensation On Work Productivity Of Amil Zakat (Study at the Amil Zakat Institute in Bandung City). *TSARWATICA (Islamic Economic, Accounting, and Management Journal)*, 2(2), 38–47.
- Nizar, M., Dzikrulloh, N. Q., & Ansori, R. (2019). Mosque Based Economic Empowerment Model to Overcome Poverty in Indonesia. *CIFET 2019: Proceedings of the 1st Conference on Islamic Finance and Technology*, CIFET, 21, 88.
- Njaramba, F. (2024). Transformational leadership in a crisis: Dimensional analysis with psychological capital. *Heliyon*, 10(16), e35900. <https://doi.org/10.1016/j.heliyon.2024.e35900>

- Noor, J., Tunnufus, Z., Handrian, V. Y., & Yumhi, Y. (2023). Green human resources management practices, leadership style and employee engagement: Green banking context. *Heliyon*, 9(12), e22473. <https://doi.org/10.1016/j.heliyon.2023.e22473>
- Perez, J. A. E., Ejaz, F., & Ejaz, S. (2023). Green Transformational Leadership, GHRM, and Proenvironmental Behavior: An Effectual Drive to Environmental Performances of Small- and Medium-Sized Enterprises. *Sustainability (Switzerland)*, 15(5). <https://doi.org/10.3390/su15054537>
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11).
- Qosim, N. (2016). Menjajaki Potensi Islamisasi Ilmu Ekonomi. *EL-BANAT: Jurnal Pemikiran Dan Pendidikan Islam*, 6(2), 129–142.
- Qosim, N., & Buhori, I. (2022). Peran Pemerintah dalam Bidang Ekonomi menurut Muhammad Baqir ash-Shadr. *JIESP: Journal of Islamic Economics Studies and Practices*, 1(2), 193–207.
- Qosim, N., Ratnasari, R. T., Wardhana, A. K., Fauziana, H., & Barkah, T. T. (2023). Eight Years of Research Related to the Green Sukuk in the Global Stock Exchange Market to Support the Implementation of SDG: A Bibliometric Review. *Journal of Islamic Economic and Business Research*, 3(2), 161–180.
- Ramachandaran, S. D., Vasudevan, A., Balakrishnan, R., Nagaraj, S., & Thinakaran, R. (2024). The impact of green human resource management practices on employee's job performance. *International Journal of Management and Sustainability*, 13(3), 506–522. <https://doi.org/10.18488/11.v13i3.3828>
- Ren, Q., Li, W., & Mavros, C. (2024). Transformational Leadership and Sustainable Practices: How Leadership Style Shapes Employee Pro-Environmental Behavior. *Sustainability (Switzerland)*, 16(15), 1–13. <https://doi.org/10.3390/su16156499>
- Shang, J. (2023). Transformational Leadership Influences Employee Performance: A Review and Directions for Future Research. *Highlights in Business, Economics and Management*, 10, 291–312. <https://doi.org/10.54097/hbem.v10i.8113>
- Shara, Y., Kholis, A., & Ikhsan, A. (2024). Pengaruh Intellectual Capital terhadap Kinerja Keuangan pada Bank Syariah di Malaysia Tahun 2019-2022. *Owner: Riset Dan Jurnal Akuntansi*, 8(2), 1722–1731.
- Sheikh, A. A., Shan, A., Hassan, N. M., Khan, S. N., & AbdAlatti, A. (2024). Impact of green human resource management practices on hotels environmental performance: A mediation and moderation analysis. *Sustainable Futures*, 8(May), 100409. <https://doi.org/10.1016/j.sft.2024.100409>
- Sitohang, A. M. D., Absah, Y., Harahap, H., & Sibarani, R. (2024). The role of green human resource management in promoting sustainable tourism practices. *E3S Web of Conferences*, 577. <https://doi.org/10.1051/e3sconf/202457702013>
- Sulistiawan, J., Herachwati, N., & Khansa, E. J. R. (2024). Barriers in adopting green human resource management under uncertainty: the case of Indonesia banking industry. *Journal of Work-Applied Management*, 17(2), 200–219. <https://doi.org/10.1108/JWAM-06-2024-0064>
- Sumiati, S., Yasri, Y., & Wardi, Y. (2023). The Effect of Green Human Resource Management on Performance of Small and Medium Industries. *Calitatea: Acces La Success; Bucharest*, 24(194), 296–303. <https://doi.org/10.47750/QAS/24.194.33>
- Suryadi, Y. (2024). THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCE AND EMPLOYEE MOTIVATION. *Transforma Jurnal Manajemen*, 108–119.
- Susanto, A. A., Suprayitno, A., Zulaikha, S., & Wardhana, A. K. (2025). How Islamic Leadership and

- Islamic Worldview Play a Role in Restoring a Country's Economic Glory: Bibliometrical Analysis. *Jurnal Transformatif (Islamic Studies)*, 9(1), 40–56.
- Sutiyani, D. R. R. J., Nugroho, K., Suharjianto, & Rhain, A. (2025). Kesalehan Ekologis Dalam Perpektif Qur'an Dan Pengamalannya Pada Institusi Pendidikan Islam Ecological Piety from the Qur'an Perspective and The Implementation in Islamic Educational Institutions. *Jurnal Pendidikan Indonesia*, 5(1), 2807–3878. <https://doi.org/10.59818/jpi.v5i1.1234>
- Tharanatha, A., Shashidhar, R., Bharath, S., & Nagesh, P. (2023). The Green Behaviour Role in Relationship Amid Green Human Resource Management and Employer Branding in Green Hospitals. *Indian Journal Of Science And Technology*, 16(14), 1062–1068. <https://doi.org/10.17485/ijst/v16i14.247>
- Tran, N. K. H. (2023). An empirical investigation on the impact of green human resources management and green leadership on green work engagement. *Heliyon*, 9(11), e21018. <https://doi.org/10.1016/j.heliyon.2023.e21018>
- Uddin, M. N., Nahar, L., Bt Kaseem, S., & Bt Saad, N. (2023). Factors affecting financial literacy among Micro small and medium-sized enterprises (MSMEs) in Bangladesh and Malaysia. 8. *Uluslararası Öğrenci Sempozyumu, June*, 151–166.
- Umair, S., Waqas, U., Mrugalska, B., & Bystrov, Ii. (2024). Linking transformational leadership to green human resource management (GHRM) and employee engagement in green initiatives. *International Journal of Sustainable Engineering*, 17(1), 1083–1095. <https://doi.org/10.1080/19397038.2024.2434703>
- Weber, P., & Kassab, E. A. (2024). The employee green behavior of green transformational leadership, green human resource management on the sustainable performance. *Journal of Infrastructure, Policy and Development*, 8(8). <https://doi.org/10.24294/jipd.v8i8.4630>
- Wu, Z. (2020). *Ecological Transformation and Man-Machine Symbiosis: A Study on the Relationship between Human and Artificial Intelligence*. 37. <https://doi.org/10.3390/proceedings2020047037>
- Younis, Z., & Hussain, S. (2023). Green Transformational Leadership: Bridging the gap between Green HRM Practices and Environmental Performance through Green Psychological Climate. *Sustainable Futures*, 6(November). <https://doi.org/10.1016/j.sfr.2023.100140>
- Yuliza, Y., & Musa, H. (2025). Building green performance through green HRM and green transformational leadership: The mediation role of green innovation. *Asian Management and Business Review*, 5(2), 247–261. <https://doi.org/10.20885/ambr.vol5.iss2.art1>
- Yusop, H. M., Adam, A. A., Rahim, A. R. A., Munusami, C., & Hussin, S. A. (2023). Green Human Resource Management and Employee Pro-Environmental Behavior: Environmental Knowledge Best Mediate or Moderate the Relationship? *Malaysian Journal of Consumer and Family Economics*, 31(November), 757–787. <https://doi.org/10.60016/majcafe.v31.28>