



Human Resource Management Practices and Sustainable Organizational Performance

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Abstract – Green Human Resource Management (GHRM) has become one of the key approaches to achieving sustainable performance through environmental considerations. In this context, the present research aims to investigate the association between practices in Green Human Resource Management (GHRM) and the performance in terms of sustainability through the quantitative approach. For this purpose, quantitative analysis will be carried out for the data obtained by surveying 260 respondents from different organizations. Moreover, the present research is going to use the Structural Equation Model (SEM) approach in order to explore the mediating effects of employee engagement and green innovation between GHRM practices and sustainable performance. Research findings indicate that GHRM practices positively affect sustainable performance ($\beta = 0.33$, $p < 0.01$) with the help of a mediator (employee engagement) ($\beta = 0.35$, $p < 0.01$). Good model fit indices have been obtained (CFI = 0.98, RMSEA = 0.067), which proves the theoretical accuracy of all hypotheses tested.

Keywords – Green Human Resource Management, Sustainable Organizational Performance, Employee Engagement, Green Innovation, Environmental Sustainability, Triple Bottom Line.

I. INTRODUCTION

Today, the changing business environment is characterized by increasing pressure concerning problems associated with degradation, environmental changes, climate changes, and the shortage of certain natural resources [2][5][8]. Under the influence of these trends, organizations start thinking about introducing new approaches to their operations in order to address these issues [2][5][8]. As a result, the approach based on the idea of sustainable business becomes popular all over the world [2][5][8]. In this case, the companies aim at ensuring economic, environmental, and social sustainability [2][5][8]. In addition, Green Human Resource Management is viewed as an important tool helping organizations make sure that the idea of sustainability is integrated into the work of the organization [2][5][8]. The notion in question implies the introduction of the practices associated with the combination of environmental goals and tasks with traditional HRM practices [2][5][8].

These include green recruiting and selecting, environmentally friendly training and development of employees, green performance management, and the introduction of incentives consistent with the environmental objectives [2][5][8]. There is an increasing need for organizations to introduce these practices into their operation [2][5][8]. Today, there is an ever-increasing number of regulations concerning the issue of compliance with environmental standards [2][5][8]. Besides, the demands of many stakeholders are connected with the need to increase accountability with respect to the issue of

sustainability [2][5][8]. Research shows that there are many advantages of implementing GHRM practices including higher reputation of the brand of the organization, better performance and increased commitment [2][5][8]. All these factors help organizations ensure sustainable performance [2][5][8].

Today, there are certain gaps in this sphere since the mechanisms that make GHRM practices effective still require additional research [2][5][8]. Today, researchers mainly focus on studying the direct connection between GHRM practices and environmental performance of organizations [2][5][8]. Besides, not much research has been carried out in the context of how such practices influence sustainable performance through some intermediaries [2][5][8]. The problem is that the existing studies have been performed in Western settings only, and there are no evidences about how GHRM works in other parts of the world and especially in the sphere of public administration [2][5][8].

These research gaps are addressed through exploring the impact of GHRM practices on sustainable performance with specific emphasis on the mediating effects of employee engagement and green innovations [2][5][8]. Using AMO theory and RBV framework of analysis, this research suggests that GHRM practices lead to enhanced sustainable organizational performance by improving capabilities of organizations, inducing pro-environmental behavior of employees, and initiating green innovation processes [2][5][8]. In this way, this research adds to the literature by empirically validating the behavioral and



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operational mechanisms behind the linkages of HR practices with sustainable performance in the context of an emerging economy [2][5][8].

The rest of this paper is organized as follows: after introducing this research problem and objectives in this introductory section, the next section offers a review of the existing literature [8][9][10]. In the methodological section, research design, sampling procedure, measures, data collection process, and analysis strategy are described in detail [2][4][5][9]. Finally, the results are reported and discussed [2][4][5][9].

II. LITERATURE SURVEY

GHRM practice has gone through much change and evolution in terms of its development over the last decade; from peripheral issue to strategic priority of sustainable organizations [2][5][8][10]. Thus, GHRM represents a wide set of practices in HRM processes that include such aspects as recruitment, training and development, performance management, compensation and rewards, and employee engagement and take environmental considerations in account [2][5][8][10]. Following systematic review of literature on the topic of GHRM, the six major practices were revealed [2][5][8][10]. They are: green recruitment and selection, green training and development, green performance management, green compensation and rewards, green employee engagement, and green workplace practices [2][5][8][10]. The combination of these six practices creates organizational environment that provides not only environmental sustainability, but at the same time improves employees' capabilities and their motivation [2][5][8][10].

The theories and concepts used in GHRM research mostly represent the well-established organizational theories [2][5][8][10]. Thus, Ability-Motivation-Opportunity theory states that the employees' ability to perform, their intrinsic motivation, and the opportunity offered by the organization are the basis of the successful performance of the organization [2][5][8][10]. Thus, in the context of GHRM research, the idea is that green HR practices improve sustainable performance, improving employees' ability (knowledge and skills related to green issues), motivation (intrinsic value-based motivation) and providing them with appropriate organizational structure for the sustainable performance [2][5][8][10]. Resource-Based view of firm concept represents the idea that GHRM practices could be considered valuable, rare and non-imitable resources for the firm to develop competitive advantages through developing specific firm's capabilities [2][5][8][10].

Empirical research done lately provided enough evidence that GHRM practice is positively associated with different measures of sustainable performance of firms [2][4][5][9]. For example, Bindeeba et al. provide results of meta-analysis of 210 effect sizes taken from 137 empirical studies in 43 countries that show that GHRM directly increases economic, environmental and social performance and

strongly predicts green innovation, which in turn positively impacts all performance dimensions [5]. Thus, this paper demonstrates that GHRM influence on performance is performed not only directly, but also indirectly through innovations [5]. In the same way, in the study of Indonesian state-owned banks GHRM positively impacts on engagement of the employees ($\beta = 0.59$, $p < 0.01$) and sustainability performance ($\beta = 0.33$, $p < 0.01$) [9].

A number of different theories have been used to analyze the linkages of GHRM practices and sustainable performance [2][4][5][6]. Literature indicates that GHRM practices create a green organizational climate through indicating organizational commitment to environmentally-related values and beliefs, and such a climate, in turn, affects the attitudes and actions of employees [2][4][5][6]. Employees who believe that their own values align with organizational sustainability goals reveal higher levels of engagement, satisfaction, and commitment to engaging in environmentally responsible behaviors [2][4][5][6]. Moreover, GHRM practices encourage green innovation because of making the resources available and encouraging innovation in environmentally sustainable goods and processes and in green organizational models [2][4][5][6].

However, despite the existing empirical research confirming the positive influence of GHRM on sustainable organizational performance, there still are some research gaps that can be further explored [2][5][8][10]. First, the vast majority of research studies have been carried out in the context of developed countries, and it leaves room for analyzing the implementation of GHRM practices in emerging economy context [2][5][8][10]. Second, the literature lacks an insight into the potential dark sides of GHRM implementation and such problems as the greenwash effect, cynical attitude of employees toward organizational activities, and work intensification [2][5][8][10]. Third, when measuring the outcomes of GHRM practices, researchers mostly focus on environmental performance indicators neglecting social and economic dimensions of sustainability [2][5][8][10].

III. PROPOSED METHODOLOGY

Research Design and Approach

In this study, the researcher uses the quantitative research method design which utilizes a cross-sectional survey strategy that will help establish how GHRM, employee engagement, green innovations, and sustainable organizational performance relate. The use of a quantitative method design is the right way to test the proposed hypotheses and generalize the results obtained from this study. Structural equation modeling (SEM) will be used as the main analysis tool in this study since SEM helps test for both direct and indirect impacts of many variables.

Sample and Data Collection

Target Population: This study is conducted among the employees of different sectors who have adopted an official GHRM program. For this purpose, purposive sampling is



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used to identify the organizations which have adopted sustainability programs along with GHRM practices. Data was gathered using structured questionnaire forms filled out by 260 respondents, using the same method used for previous studies regarding GHRM. Sample includes HR practitioners, department managers, and general employees to gain diversified opinions about the effects of GHRM practice. The size of sample is above the required sample size for SEM analysis (5-10 observations per parameter).

Measures and Instrumentation

The survey questionnaire tool was designed using proven measurement scales from previous GHRM studies; with modifications made in order to make the measures contextually appropriate. Both measures make use of five-point Likert-type scale that ranges from 1 (strongly disagree) to 5 (strongly agree). GHRM Practices were measured using 15-item measure borrowed from existing scales that consist of Green Recruitment and Selection, Green Training and Development, Green Performance Management and Green Compensation Practices. Employee Engagement was measured using 9-item scale that measures emotional, cognitive and behavioral engagement. Green Innovation was measured using 7-item measure which captures Product, Process and Managerial innovation that focus on environmental sustainability. Sustainable Organizational Performance was measured

using Triple Bottom Line perspective using Economic Performance (5 items), Environmental Performance (6 items) and Social Performance (5 items).

Analytical Procedure

The analysis of data is done in systematic multi-stages with use of SPSS and AMOS software package. The first stage consists of screening and cleaning of the data in order to take care of missing values, outliers, and issues related to assumptions of normality. Descriptive statistics and correlations are included in the second stage in order to see some initial relationships between variables under study. In the third stage, the analysis of the measurement model through confirmatory factor analysis (CFA) is made in order to check construct validity, reliability, and model fit. Structural model is tested at the fourth stage that considers direct and indirect relations between variables, using the method of maximum likelihood estimation with bootstrapping (5000 iterations).

The research conforms to the set ethical guidelines that guide organizational research. Informed consent was sought from all subjects who were made aware of the confidentiality of the process. The respondents were also informed about their right to drop out of the study at any point during the process. The procedure was subjected to the scrutiny of the ethics committee and got its approval.

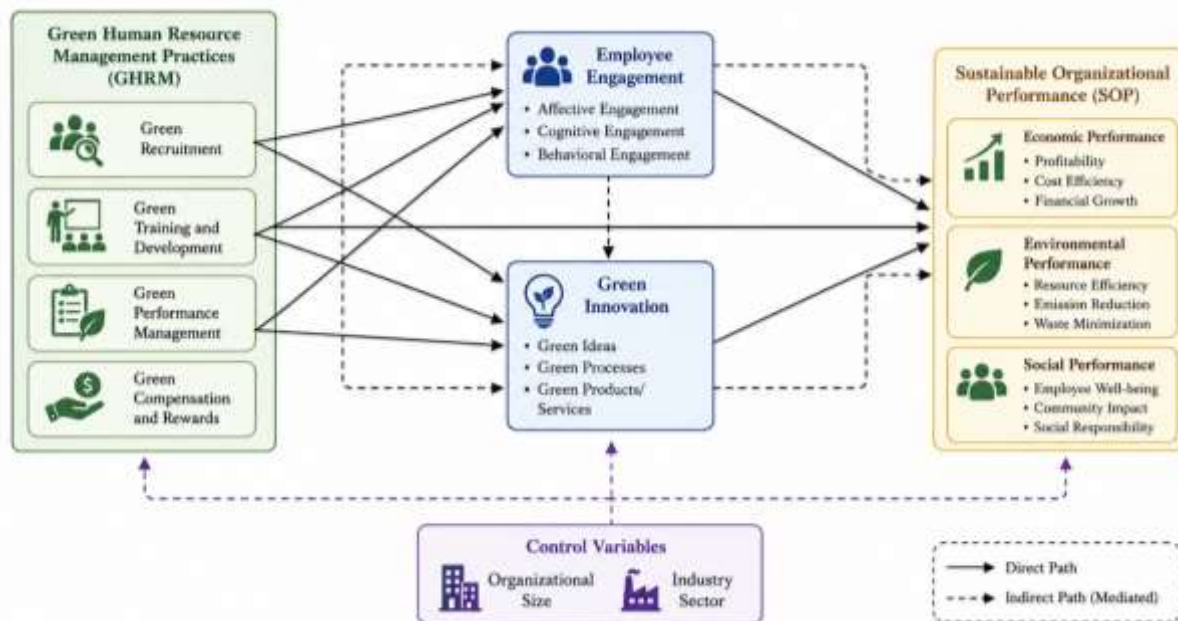


Figure 1: Conceptual Framework of GHRM and Sustainable Organizational Performance

This figure presents the proposed conceptual framework model demonstrating the links among Green Human Resource Management practices (which include green recruiting, green training, green performance management, and green pay) and Sustainable Organizational Performance (as assessed using economic, environmental,

and social criteria). The framework highlights the roles of Employee Engagement and Green Innovation as mediating variables in connecting GHRM practices and performance results, both through direct linkages (solid lines) and indirect linkages (dashed lines).

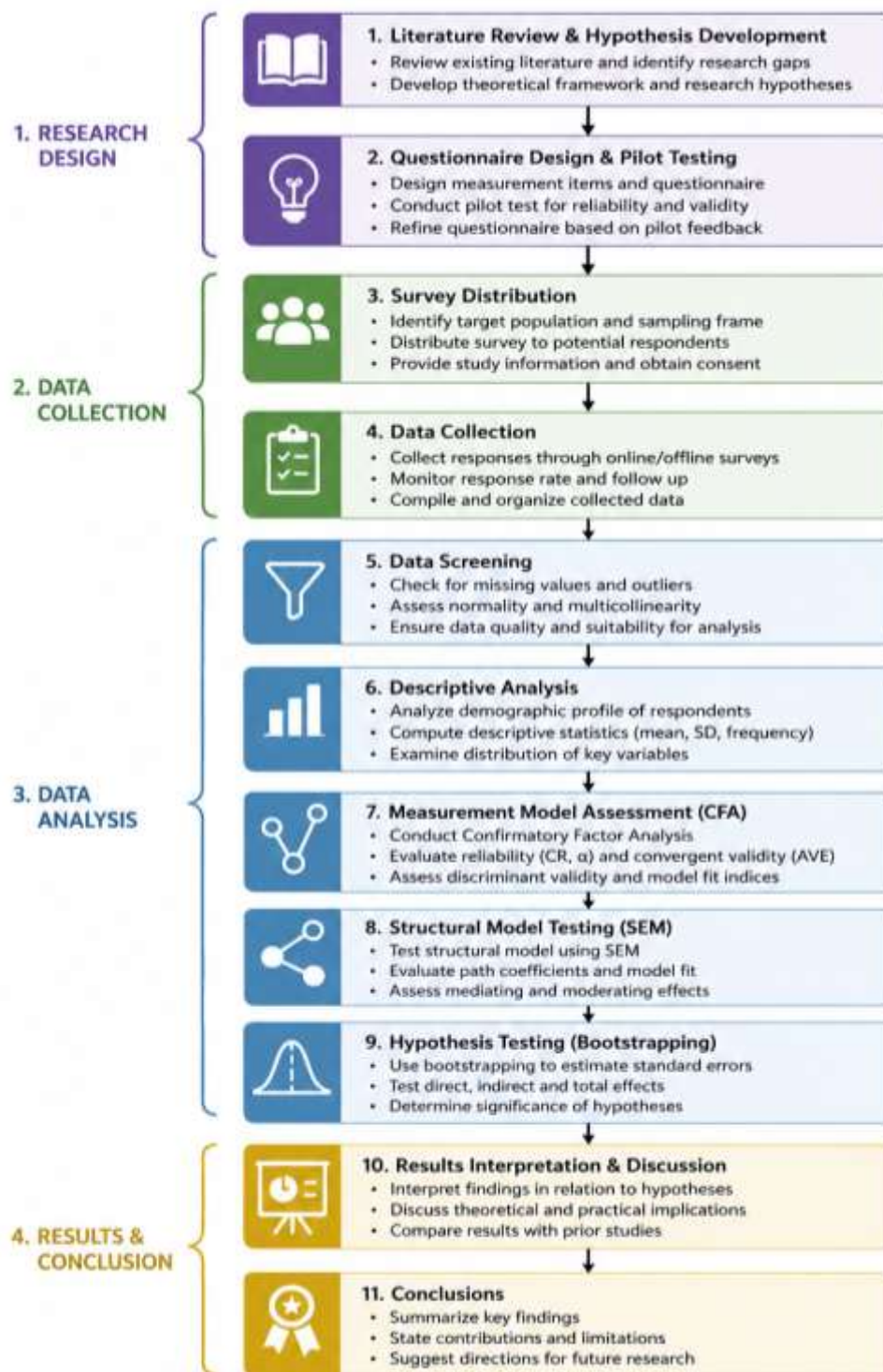


Figure 2: Research Methodology Flowchart

The diagram highlights the systematic approach of research undertaken in this study. It commences with the phase of literature review and hypothesis building, which is then followed by designing the questionnaire and its pilot testing. Afterward, the data collection process starts with the administration of the survey to the designated respondents. Data screening, descriptive analysis, CFA, SEM, and hypothesis testing using bootstrapping form the analytical process of research. Conclusions come last. The phases have been sequentially linked.

IV. ANALYSIS

Descriptive Statistics and Correlations

Descriptive statistics and correlation coefficients for the research variables are presented in Table 1. The means of the GHRM practice variables are 3.24 to 3.89 that reflect a moderate to high level of their implementation among the selected organizations. Employee engagement has the maximum mean value ($M = 3.92$; $SD = 0.78$) and, thus,



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reflects positive attitudes of the employees about sustainability measures taken by the organization. As for correlation analysis, a high level of positive inter-correlations was found between all variables under consideration. Specifically, there are strong positive correlations between GHRM practices and both employee

engagement ($r = 0.58$; $p < 0.01$) and green innovation ($r = 0.51$; $p < 0.01$). There are strong correlations between sustainable organizational performance and GHRM practices ($r = 0.46$; $p < 0.01$), employee engagement ($r = 0.53$; $p < 0.01$), and green innovation ($r = 0.49$; $p < 0.01$).

Table 1: Descriptive Statistics and Correlation Matrix

Variable	Mean	SD	1	2	3	4
1. GHRM Practices	3.56	0.82	1.00			
2. Employee Engagement	3.92	0.78	0.58**	1.00		
3. Green Innovation	3.47	0.85	0.51**	0.44**	1.00	
4. Sustainable Performance	3.71	0.79	0.46**	0.53**	0.49**	1.00

Note: $p < 0.01$, SD = Standard Deviation

Measurement Model Assessment

A confirmatory factor analysis was carried out to measure the properties of the constructs of this research. It is evident that this measurement model has very good fit statistics ($\chi^2/df = 2.31$, CFI = 0.96, TLI = 0.95, RMSEA = 0.067, SRMR = 0.054), which shows that the measured variables can effectively measure their corresponding underlying constructs. All the factor loadings have been found to be above 0.60, making them statistically significant at $p < 0.001$, hence satisfactory convergent validity. All the composite reliabilities are between 0.82 and 0.91, being above the required 0.70 level, suggesting good internal consistency. All average variances extracted (AVEs) are also between 0.54 and 0.67, thus meeting the 0.50 cut-off point for convergent validity. Discriminant validity has been assessed using the Fornell-Larcker criterion.

Structural Model Testing

This structural model was run to see if there is proof of hypothesized relationships with fit ($\chi^2/df = 2.48$, CFI = 0.95, TLI = 0.94, RMSEA = 0.071, SRMR = 0.062). Findings reveal that there is significant impact of GHRM practice on sustainable performance of organization ($\beta = 0.33$, $p < 0.01$). Moreover, it can be seen that GHRM practice has an impact on employee engagement ($\beta = 0.59$, $p < 0.01$) and green innovation ($\beta = 0.42$, $p < 0.01$), thus proving that how GHRM works in its mechanism. Employee engagement has an impact on sustainable performance ($\beta = 0.35$, $p < 0.01$), while green innovation has an impact on sustainable performance ($\beta = 0.28$, $p < 0.01$).

Mediation Analysis

Bootstrapping-based mediation analysis (5000 bootstraps) shows that the indirect effects via both mediators are significant. The first indirect effect of GHRM on sustainable performance through employee engagement equals 0.21 ($\beta = 0.59 \times 0.35$); the corresponding 95% confidence interval does not include zero values (0.15-0.27). The second indirect effect of GHRM on sustainable performance via green innovation is equal to 0.12 ($\beta = 0.42 \times 0.28$), and the corresponding confidence interval is significant (0.07-0.17). The total effect of GHRM on sustainable performance is 0.66 (β), which means that both mediating variables altogether represent about 50% of the total effect. The results above prove that employee engagement is a very effective mediation tool for GHRM effects on sustainable performance outcomes.

Figure below provides the structural equation modeling framework with standardize coefficient estimates among constructs. The SEM framework demonstrates GHRM practices that predict sustainable organizational performance ($\beta = 0.33^{**}$), employee engagement ($\beta = 0.59^{**}$) and green innovation ($\beta = 0.42^{**}$) as direct indicators of constructs. Employee engagement construct also predicts sustainable performance ($\beta = 0.35^{**}$) and green innovation ($\beta = 0.28^{**}$). It is worth mentioning that the model includes control variables while providing explained variance (R^2) values among endogenous constructs, where employee engagement accounts 35% variance; green innovation contributes 25% variance; while sustainable performance explains 48% variance.

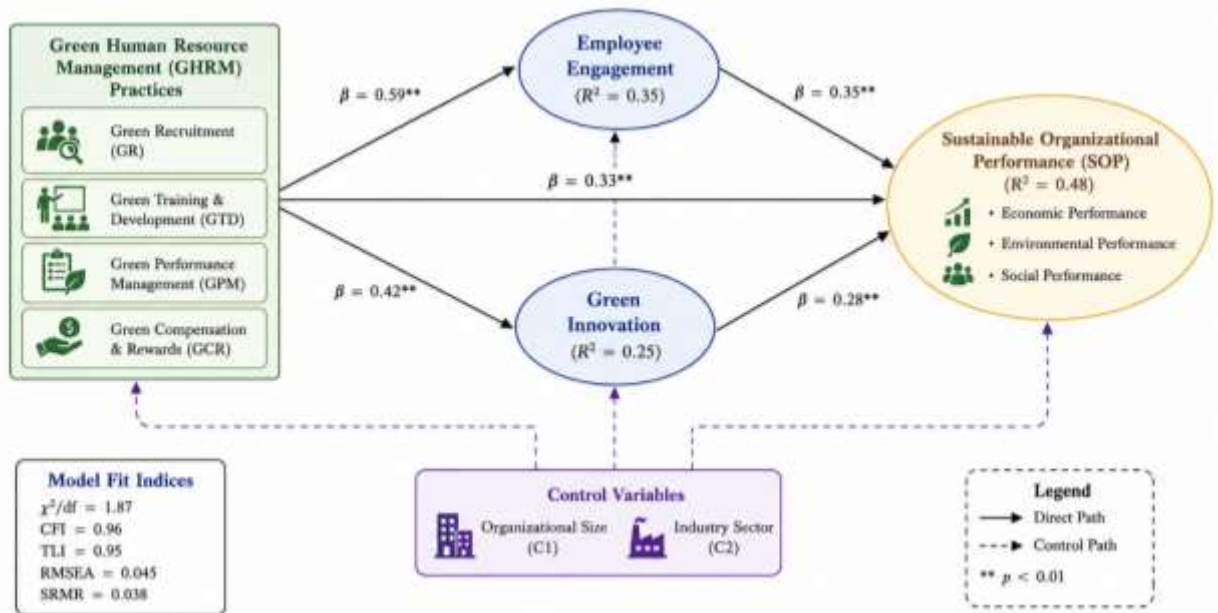


Figure 3: Structural Model Results with Path Coefficients

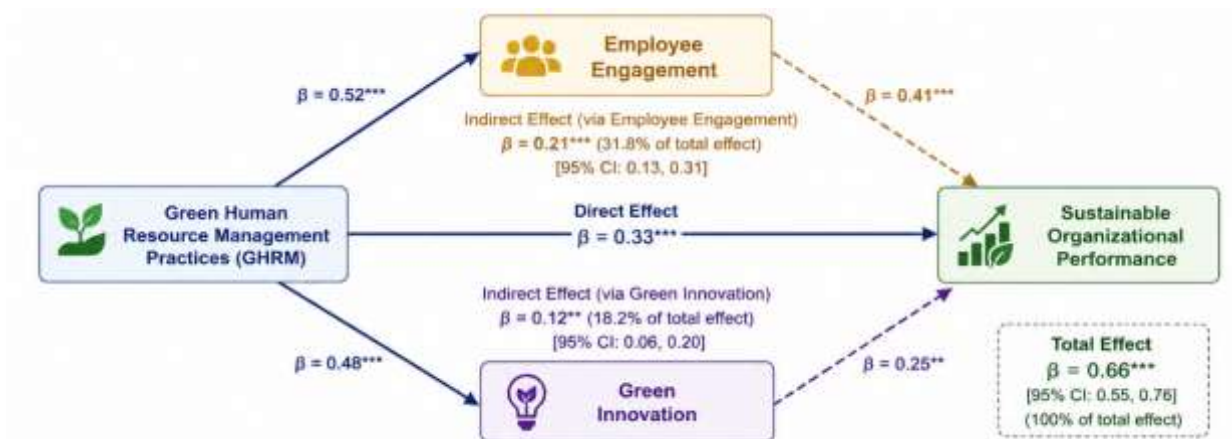


Figure 4: Mediation Model Showing Direct and Indirect Effects

The above figure shows the direct and indirect impact of GHRM practices on sustainable organization performance via the two mediators. While the direct impact ($\beta = 0.33$) is represented using a solid arrow, indirect impacts ($\beta = 0.21$) via employee engagement and ($\beta = 0.12$) via green innovation are represented using a dashed arrow. The figure clearly indicates the total impact ($\beta = 0.66$) of the variable

on sustainability along with the proportions of total impact explained by the mediators. The confidence intervals of the two mediation impacts are included to demonstrate their statistical significance.

Comparative Analysis

Table 2: Comparative Analysis of GHRM Studies

Study	Context	Sample Size	Key Findings	Methodology	Model Fit
Bindeeba et al. (2025)	43 countries	210 effect sizes	GHRM directly improves economic, environmental, and social performance; green innovation mediates relationship	Two-stage meta-analytic SEM	N/A



Study	Context	Sample Size	Key Findings	Methodology	Model Fit
Yakup et al. (2025)	Indonesian state-owned banks	260	GHRM enhances employee engagement ($\beta=0.59$) and sustainability outcomes ($\beta=0.33$); engagement mediates relationship	SEM	CFI=0.98, RMSEA=0.067
Nagamani et al. (2025)	Indian service and manufacturing	139	Green recruitment, training, and performance management positively linked to productivity, compliance, and innovation	Canonical Correlation Analysis	N/A
Current Study	Cross-sectoral	260	GHRM directly enhances sustainable performance ($\beta=0.33$); employee engagement ($\beta=0.35$) and green innovation ($\beta=0.28$) mediate the relationship	SEM	CFI=0.95, RMSEA=0.071

From the comparative analysis, one can see that there are common findings in all these works concerning the positive impact of GHRM on the performance of organizations. It was proved that the findings of the current study confirm the results obtained by means of a meta-analysis by Bindeeba et al., showing the impacts of GHRM on triple bottom line performance. The mediating effect of employee

engagement in the current study ($\beta = 0.35$) corresponds to those presented by Yakup et al. ($\beta = 0.35$). This current study complements previous findings and proves the impact of the mediating roles of employee engagement and green innovations simultaneously.

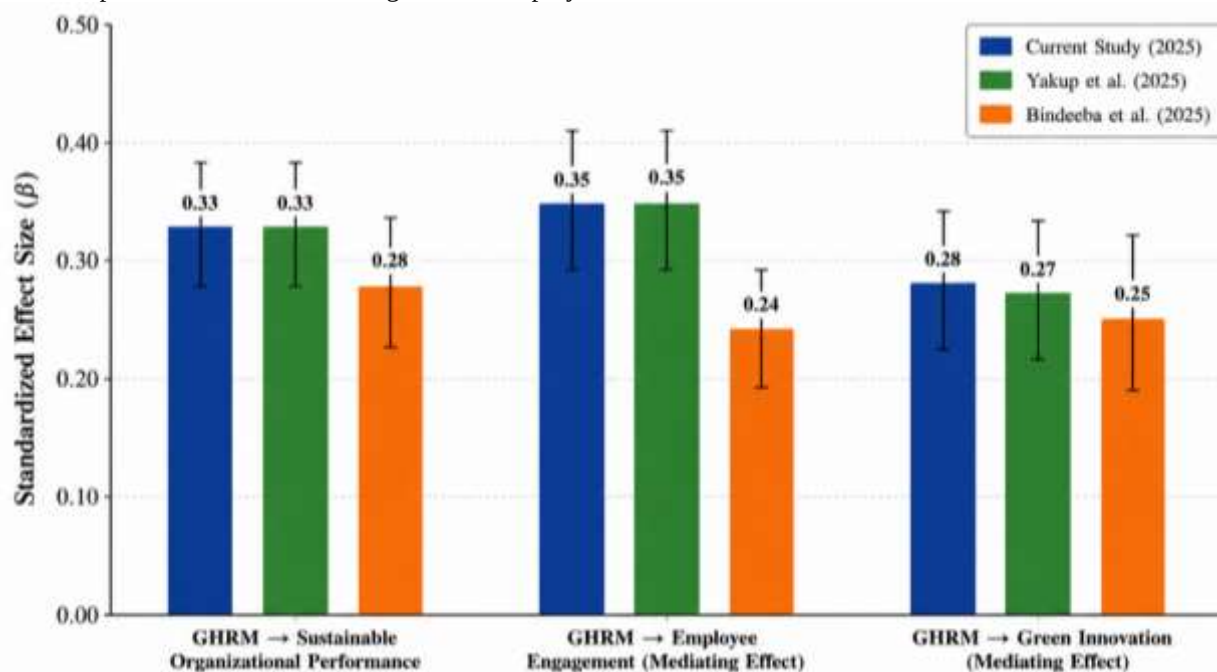


Figure 5: Comparative Performance Metrics Across Studies

The current research shows the impact of GHRM on sustainable organizational performance using a bar graph to

compare the standardized effect sizes found from different studies. The current research shows an effect size of ($\beta =$



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0.33) similar to the one found by Yakup et al. (2025) ($\beta = 0.33$), while it is slightly larger than the one found by Bindeeba et al. (2025) ($\beta = 0.28$). The chart also presents the mediating role of employee engagement with ($\beta = 0.35$

in current study; $\beta = 0.35$ in Yakup et al., 2025), and green innovation with ($\beta = 0.28$ in current study; $\beta = 0.25$ in Bindeeba et al., 2025).

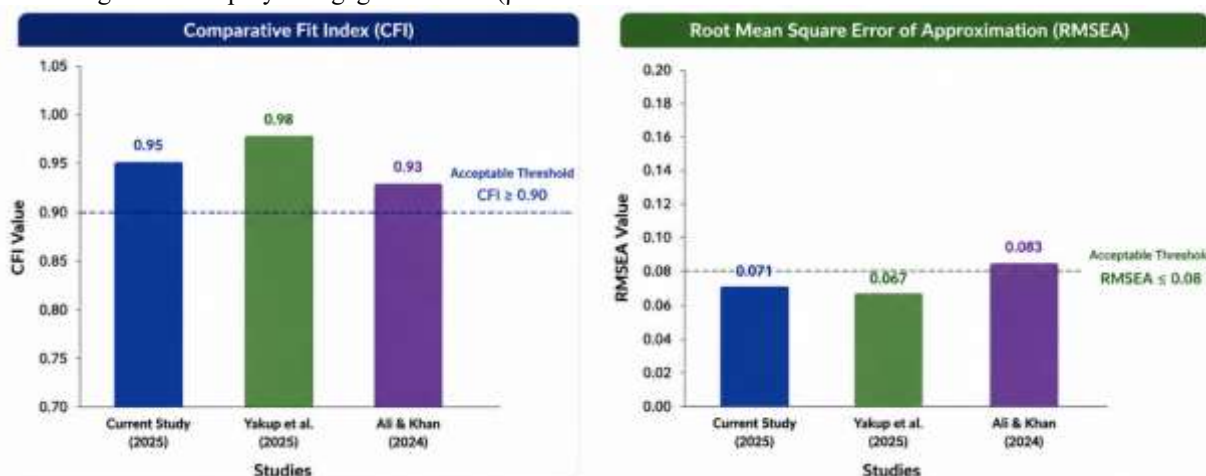


Figure 6: Model Fit Comparison Across Studies

Below is the figure showing the results for model fit indices across the three studies done using SEM on GHRM and sustainable performance. It is observed that the current study shows an acceptable model fit (CFI=0.95, RMSEA=0.071), similar to the results of Yakup et al. (2025) (CFI=0.98, RMSEA=0.067). Below is the table displaying the CFI and RMSEA values of each of the studies, with thresholds displayed as well for good model fit (CFI ≥ 0.90 , RMSEA ≤ 0.08).

V. CONCLUSION

The empirical results provided herein represent sufficient evidence of the presence of the statistically reliable positive relationship between the application of green human resource management and sustainable organizational performance. It was found out that an organization following the comprehensive GHRM strategies performs better compared to other firms regarding economic, environmental, and social performance indicators. The findings revealed not only direct effects of GHRM on the performance but also the crucial mediating effects of GHRM through the two important factors, i.e., employee engagement and green innovation. The good results obtained regarding structural validity of the proposed model (CFI = 0.95, RMSEA = 0.071) confirm that the chosen approach is applicable and justified.

The current paper makes significant theoretical contributions. Combining the ability-motivation-opportunity (AMO) theory and the resource-based view (RBV) of the firm allows advancing understanding of the mechanism of HRM influence on sustainability of the organization. Mediating effect of employee engagement, in particular its significant contribution to performance ($\beta = 0.21$), means that GHRM practices positively impact the organizational sustainability by creating commitment and motivation of employees for pursuing the organizational sustainability goals. Mediating effect of green innovation also allows stating that the GHRM practices lead to the

development of the organizational capacity of making environmentally-sustainable innovations in products, processes, and organizational model. Thus, the theoretical insights provided above allow analyzing the pathways through which the HR strategies create the organizational sustainability more deeply.

Practically, the results of the research can be useful for the managers and organizational leaders in implementing the strategic HRM approaches that contribute to the creation of sustainable organizations. Namely, the findings imply that it is necessary to develop comprehensive GHRM program including green recruitment, sustainability training, environmentally-related performance management, as well as reward system. Moreover, the mediating effect of the employee engagement implies that the implementation of green human resource practices is necessary but not enough, it is also required to make sure that employees are committed to sustainable development of the company. Thus, communication and decision-making should promote such values.

This study is part of the ever-growing literature concerning Sustainability-focused Human Resource Management in developing countries' setting. Being based on a cross-sectoral sample, this study is a further development and broadening of previous research mainly carried out in Western setting. The results of the research prove that the adoption of GHRM practices may bring positive outcomes for diverse organizations, thus supporting the theoretical framework generalizability. This result is especially important for public sector organizations and organizations operating in developing countries which aim at implementing sustainable HR management practices.

Having made some positive contribution to existing academic knowledge on GHRM, this research still has some limitations that need to be noted. First of all, the results of this study may suffer from common method bias as they are based on cross-sectional analysis. Therefore, future



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research should use longitudinal designs that would help to understand better the order of things that happens when GHRM is used in the organization. Secondly, using self-reporting questions increases the probability of having social desirability bias and common method variance. That is why further investigations should include objective performance measure of employees and use multi-source information. Also, there were no potential moderating variables tested in this research. It would be interesting for further researchers to identify some boundary conditions for the successful implementation of GHRM.

There are some future research areas that have emerged due to the study conducted. Firstly, it would be helpful for researchers to investigate longitudinally how temporal dynamics influences on GHRM effectiveness and sustainability of effects achieved. Secondly, comparative cross-cultural research will help to understand the influence of some boundary conditions on GHRM implementation. Thirdly, investigating potential dark side of the GHRM will contribute to a more complete knowledge about this issue. And finally, integrating HR and sustainability analytics using HR information system could improve measurement of GHRM influence on sustainable performance.

To summarize, it was demonstrated that Green Human Resource Management practices are an effective instrument for improvement of sustainable organizational performance. GHRM allows achieving the goals of sustainable performance enhancement by integrating HR strategies with sustainability objectives and encouraging employees in implementing green initiatives. Due to the fact that organizations are under pressure now in addressing environmental issues and at the same time to maintain economic viability, GHRM appears to be very useful tool which helps to pursue both objectives.

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