



The Influence of Green Human Resource Management, Employee Resilience, and Learning Agility on Organizational Sustainability: Literature Review

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Abstract: This study aims to analyze the relationship between Green Human Resource Management (GHRM), Employee Resilience, Learning Agility, and Organizational Sustainability based on research published during the 2022–2025 period. The study uses a Systematic Literature Review (SLR) method referring to the PRISMA 2020 guidelines. A total of 20 scientific articles, consisting of 10 international journals and 10 national journals, were selected based on predefined inclusion criteria. The data were analyzed using thematic content analysis and narrative synthesis techniques to identify patterns of relationships between concepts, similarities, differences, and research gaps. The study results show that Green Human Resource Management is the most dominant factor in supporting organizational sustainability through the implementation of green recruitment, green training, green performance appraisal, green reward, and green employee participation. Employee resilience plays a role in boosting individuals' and organizations' adaptability to change, while learning agility supports the process of learning, innovation, and sustainable competency development. The literature review also shows that organizational sustainability is influenced by the integration of environmentally-oriented human resource management systems with individuals' ability to adapt and learn continuously. This study makes a conceptual contribution by bringing together Green Human Resource Management, employee resilience, and learning agility into one framework that supports the development of organizational sustainability and serves as a foundation for future empirical research in Human Resource Management.

Keyword: Green Human Resource Management, Employee Resilience, Learning Agility, Organizational Sustainability, Sustainable Human Resource Management, Literature Review.

INTRODUCTION

The development of sustainability issues over the past few decades has shifted the way organizations are managed from focusing solely on making economic profits to an approach that balances economic, social, and environmental aspects. This change is driven by increasing demands from stakeholders, government regulations, and a global commitment to the Sustainable Development Goals (SDGs). In that context, organizations are required to be able

to build organizational sustainability, which is the organization's ability to maintain operational continuity and competitive advantage sustainably by integrating economic, social, and environmental dimensions into their business strategy. Organizational sustainability is no longer seen as the responsibility of operational functions alone, but has become part of the organization's strategy involving all management functions, including human resource management (HRM).

Human resources are a strategic asset that determines an organization's success in implementing sustainability practices. Various studies show that the success of sustainability programs is greatly influenced by employees' behavior, competence, and commitment to the organization's environmental goals. Therefore, the concept of Green Human Resource Management (GHRM) has emerged as an HR approach that integrates environmental values into all HR management practices, from recruitment, selection, training, performance evaluation, reward systems, to employee engagement. The main goal of GHRM is to build employee competencies and behaviors that support achieving the organization's sustainability goals. Various studies report that implementing GHRM contributes to increased green innovation, environmental performance, environmentally friendly employee behavior, and overall organizational sustainability.

Even so, implementing GHRM doesn't automatically lead to organizational sustainability. The effectiveness of GHRM practices is heavily influenced by the individual characteristics of the employees who carry out these policies. One characteristic that's getting more attention in HR literature is employee resilience. Employee resilience describes an individual's ability to endure, adapt, and bounce back when facing pressure, change, or uncertainty in the workplace. Amid the increasingly complex business dynamics due to digitalization, climate change, pandemics, and global economic uncertainty, organizations need a workforce that not only has technical skills but can also maintain productivity and adapt to change. Research shows that sustainability-oriented HR practices can boost employee resilience by providing organizational support, learning opportunities, and a healthier work environment. This resilience, in turn, strengthens the organization's ability to sustain its operations.

Besides resilience, an individual's ability to keep learning and adapting to change is also an important factor in supporting organizational sustainability. This ability is known as learning agility, which is the ability and willingness of a person to learn from experiences, accept feedback, develop new approaches, and apply that knowledge in different situations. Learning agility has become one of the key competencies needed by modern organizations because technology, business models, and sustainability demands are changing faster than ever. Employees with high learning agility find it easier to develop new skills, adopt green innovations, and contribute to the organization's transformation process toward sustainability. That's why learning agility is seen as a strategic capability that can strengthen the implementation of an organization's sustainability policies.

The development of research on GHRM has shown a very significant increase in recent years. Bibliometric studies and systematic literature reviews show that GHRM research is experiencing exponential growth and is dominated by discussions on the relationship between GHRM and green behavior, green innovation, environmental performance, as well as organizational performance. However, research that integrates GHRM with employee resilience and learning agility in explaining Organizational sustainability is still relatively limited. Most studies place employee resilience as a mediator for work engagement or organizational

resilience, while learning agility is more often studied in the context of leadership development, change adaptation, and improving individual performance.

This situation shows that there is a research gap. So far, there are still few studies that comprehensively link Green Human Resource Management, employee resilience, and learning agility in a single conceptual framework to explain organizational sustainability. In fact, these three variables are strongly interconnected based on the Resource-Based View (RBV) and Ability–Motivation–Opportunity (AMO) Theory perspectives. From the RBV perspective, an organization's competitive advantage depends on resources that are valuable, rare, hard to imitate, and not easily replaceable. GHRM builds an HR management system that supports sustainability, while employee resilience and learning agility are individual capabilities that enable the organization to adapt to changes continuously. So, integrating these three variables could give a more comprehensive understanding of the factors that influence organizational sustainability.

This research is important to conduct because it can provide both theoretical and practical contributions. From a theoretical perspective, this study is expected to enrich the literature on the relationship between GHRM, employee resilience, learning agility, and organizational sustainability through a literature review approach. The results of the review are expected to identify patterns of relationships between concepts, find research gaps, and formulate directions for future research. From a practical standpoint, the research results are expected to provide input for organizations in designing human resource management strategies that not only boost organizational effectiveness but also strengthen long-term sustainability through developing green competencies, enhancing employee resilience, and fostering an adaptive learning culture.

This study is a literature review aimed at integrating various empirical research findings on Green Human Resource Management, employee resilience, learning agility, and organizational sustainability published between 2022 and 2025. By synthesizing these findings, this study is expected to provide a more comprehensive picture of recent research developments.

clarifying the relationships between variables, as well as identifying opportunities for future research.

Based on the background explanation, the research questions in this study are as follows.

1. How has research on Green Human Resource Management, employee resilience, learning agility, and organizational sustainability developed in the 2022–2025 period?
2. How is the relationship between Green Human Resource Management and organizational sustainability based on previous research?
3. How does employee resilience play a role in supporting organizational sustainability based on empirical findings?
4. How does learning agility contribute to organizational sustainability according to the existing literature?
5. How can the synthesis of the relationship between Green Human Resource Management, employee resilience, learning agility, and organizational sustainability serve as a basis for developing further research?

The purpose of this study is to analyze the development of research on Green Human Resource Management, employee resilience, learning agility, and organizational sustainability; identify the relationships between variables based on empirical findings; create a conceptual synthesis regarding the link between the three independent variables and organizational sustainability; and identify research gaps that could serve as a basis for future study development.

METHOD

This study uses a systematic literature review design with a descriptive-qualitative approach. The process of identifying, screening, assessing eligibility, and reporting articles

follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines, which provide a 27-item checklist and a literature selection flow diagram.

The research subjects are scientific articles discussing Green Human Resource Management, employee resilience, learning agility, and organizational sustainability. The final sample consisted of 20 articles, with 10 international journal articles and 10 national journal articles published between 2022 and 2025. Articles were selected based on inclusion criteria: being journal articles or scientific proceedings; available in full text; having complete metadata; having a DOI or an accessible publisher link; and discussing at least one relationship between research concepts. Duplicate articles, popular articles, theses, dissertations, books, editorials, and irrelevant articles were excluded.

The search was conducted through Scopus, Web of Science, Google Scholar, ScienceDirect, Emerald, SpringerLink, Garuda, and SINTA. The keywords used were: “green human resource management” AND “organizational sustainability”, “employee resilience” AND “sustainability”, and “learning agility” AND “organizational sustainability”. These keywords were also translated into Indonesian.

The research instrument consists of a data extraction sheet in Microsoft Excel containing the author's name, year, title, journal, country, purpose, design, sample, instrument, analysis technique, variables, and research results. Data collection was done in four stages: identifying articles, removing duplicates, screening titles and abstracts, and reviewing the full text.

The data was analyzed using thematic content analysis and narrative synthesis. The findings were grouped into four themes: the impact of GHRM, the contribution of employee resilience, the contribution of learning agility, and factors shaping organizational sustainability. Then, the results from different articles were compared to identify similarities, differences, mediation or moderation mechanisms, and research gaps. All selection decisions and extraction results were recorded so the review process can be replicated.

Overview of Literature Selection Results

This study analyzes 20 scientific articles that meet the inclusion criteria, consisting of 10 international journal articles and 10 national journal articles published in the 2022–2025 period. All the articles discuss one or more research variables, namely Green Human

Resource Management (GHRM), Employee Resilience, Learning Agility, and Organizational Sustainability.

Based on the data extraction results, all the articles come from various organizational sectors, including manufacturing, banking, higher education, public services, tourism, SMEs, tech companies, and service companies. The most commonly used research method is the quantitative approach with Structural Equation Modeling (SEM) or Partial Least Square (PLS-SEM) analysis. Some studies use a literature review and systematic review approach.

Table 1. Distribution of Articles by Type of Publication

Category	Amount	Percentage
International Journal	10	50%
National Journal	10	50%
Total	20	100%

Table 2. Distribution of Articles Based on Year of Publication

Year	Number of Articles
2022	4
2023	5
2024	7
2025	4
Total	20

Most of the articles were published in 2024, showing the growing attention of researchers to sustainable human resource management and organizational sustainability.

Results Based on Research Variables

Green Human Resource Management

Out of the 20 articles analyzed, 15 of them directly discuss Green Human Resource Management as the main variable.

The most common GHRM practices found include: • Green Recruitment and Selection, • Green Training, • Green Performance Management, • Green Compensation and Reward, • Green Employee Participation, • Green Employee Involvement

Most research shows that GHRM is implemented by integrating environmental policies into all HRM activities.

Table 3. The Most Researched GHRM Practices

Praktik GHRM	Frekuensi Artikel
Green Training	15
Green Recruitment	14
Green Performance Appraisal	13
Green Reward	12
Green Employee Participation	11
Green Employee Involvement	10

Green Training practices are the dimension that is discussed most frequently compared with the other dimensions.

Employee Resilience

A total of 6 articles discuss employee resilience, both as an independent variable and as a mediator.

The aspects of employee resilience that are most commonly used include: • adaptability, • ability to bounce back from stress, • flexibility in dealing with changes, • optimism, • ability to handle work stress.

Table 4. Employee Resilience Indicators

Indikator	Frekuensi
Adaptability	6
Recovery Ability	6
Stress Management	5
Optimism	4
Flexibility	4

All the studies used instruments based on Likert scales with a range of five or seven points.

Learning Agility

A total of 5 articles discuss learning agility.

The most commonly used indicators include: • mental agility, • people agility, • change agility, • self awareness, • result agility

Table 5. Learning Agility Indicators

Dimension	Frequency
Mental Agility	5

People Agility	5
Change Agility	5
Self Awareness	4
Result Agility	4

The instrument used mostly refers to the Lombardo and Eichinger model, which has been modified according to the research context.

4. Organizational Sustainability

A total of 16 articles use organizational sustainability or sustainable organizational performance as the dependent variable.

The most commonly used dimensions of organizational sustainability include: • Environmental Sustainability, • Social Sustainability, • Economic Sustainability

Table 6. Organizational Sustainability Dimensions

Dimension	Number of Articles
Environmental	16
Social	14
Economic	13

Some studies use the Triple Bottom Line concept, which consists of economic, social, and environmental aspects.

Results of Relationships Between Variables

Based on the data extraction from all the articles, the distribution of relationships between variables is as follows.

Table 7. Relationships Between Variables

Variable Relationship	Number of Articles
GHRM → Organizational Sustainability	15
GHRM → Green Innovation	11
GHRM → Environmental Performance	10
Employee Resilience → Organizational Sustainability	5
Learning Agility → Organizational Sustainability	4
Learning Agility → Organizational Agility	5

Most studies position Green Human Resource Management as the main independent variable.

Mediating and Moderating Variables

Some studies use mediating or moderating variables

Table 8. Mediation Variables

Variabel Mediasi	Number of Studies
Green Innovation	8
Organizational Learning	4
Organizational Resilience	4
Green Organizational Culture	3
Green Psychological Climate	2
Green Human Capital	3

Green Innovation is the most commonly used mediating variable.

Data Analysis Techniques

The analysis techniques used in the article can be seen in the table below

Table 9. Analysis Method

Method	Number of Articles
PLS-SEM	9
CB-SEM	4
Regresi Berganda	3
Content Analysis	2
Systematic Literature Review	2

Most studies use the SEM approach because it can test causal relationships between variables simultaneously.

Research Object

The research subjects in the article being analyzed come from various sectors.

Table 10. Research Sector

Sector	Amount
Manufacturing	5
Banking	3
University	2
Public Services	2
Tourism	2
MSMEs	2
Technology	2
Services	2

The research subjects are dominated by the manufacturing and banking sectors.

Distribution of Research Findings

From the synthesis of 20 articles, the distribution of findings is as follows

Research Findings	Number of Articles
GHRM berpengaruh positif terhadap Sustainability	15
GHRM meningkatkan Green Innovation	11
Employee Resilience meningkatkan kemampuan adaptasi organisasi	6
Learning Agility meningkatkan kemampuan pembelajaran organisasi	5
Organizational Learning meningkatkan Sustainability	4
Organizational Resilience meningkatkan Sustainability	4

Overall, the analyzed article shows a tendency to use a quantitative approach with a model of relationships between variables involving Green Human Resource Management, Green Innovation, Organizational Learning, Organizational Resilience, Employee Resilience, Learning Agility, and Organizational Sustainability.

Most studies use instruments in the form of questionnaires with five- or seven-point Likert scales distributed to employees across various industry sectors. The most commonly used analysis technique is Partial Least Squares–Structural Equation Modeling (PLS-SEM), followed by Covariance-Based SEM, multiple linear regression, and content analysis in literature review-based research.

Based on the data extraction results, it's also known that the most commonly implemented Green Human Resource Management practices include green training, green recruitment, green performance appraisal, green rewards, and green employee participation. For the employee resilience variable, the most dominant indicators are adaptability, the ability to recover from stress, and the ability to handle change. Meanwhile, the learning agility variable is mostly measured through the dimensions of mental agility, people agility, change agility, self-awareness, and result agility.

In the organizational sustainability variable, almost all studies use the Triple Bottom Line approach, which includes economic, social, and environmental dimensions as the main indicators of organizational sustainability. In addition, some studies also include aspects like organizational resilience, green innovation, organizational learning, and green organizational culture as variables related to organizational sustainability.

RESULTS AND DISCUSSION

A literature review of 20 articles published between 2022 and 2025 shows that Green Human Resource Management (GHRM), Employee Resilience, and Learning Agility are three concepts closely linked in supporting Organizational Sustainability. The synthesis of the research findings shows that organizational sustainability is influenced not only by business strategies or technological innovation but also by the organization's ability to manage human resources sustainably. These findings highlight that developing the human aspect is one of the key factors in maintaining an organization's sustainability amid an increasingly dynamic business environment.

Green Human Resource Management and Organizational Sustainability

Based on the synthesis of the analyzed articles, Green Human Resource Management is the most studied variable compared to other variables. Most studies show that implementing GHRM practices through green recruitment, green training, green performance appraisal, green reward, and green employee participation has a positive relationship with organizational sustainability.

These findings were consistently seen in the studies by Al-Shammari et al. (2022), Bahmani et al. (2023), Astuti et al. (2023), Lin et al. (2024), Gazi et al. (2024), and Gul et al. (2025). All six studies show that organizations that systematically implement GHRM practices are able to boost organizational sustainability through increased eco-friendly behavior, green innovation, green organizational culture, organizational agility, and organizational resilience.

The results show that GHRM doesn't just function as an administrative activity in managing human resources, but has evolved into an organizational strategy for achieving sustainability goals. Recruitment that considers environmental competencies, training on eco-friendly practices, environmental-based performance appraisal systems, and rewards for green behavior are mechanisms that encourage sustainable changes in employee behavior.

In addition, the research findings also show that most articles position GHRM as the foundation for building an organization's ability to respond to environmental challenges. Thus, organizational sustainability is not only influenced by investments in green technology but also by the readiness of human resources to implement these policies.

Employee Resilience in Supporting Organizational Sustainability

The synthesis of articles discussing employee resilience shows that an individual's ability to handle pressure, adapt to changes, and recover after facing difficulties is an important factor that supports the sustainability of an organization.

Research by Lu et al. (2022) shows that Sustainable Human Resource Management practices can boost employee resilience by providing organizational support, learning

opportunities, and attention to employee well-being. Employee resilience, in turn, increases work engagement, so the organization has a workforce that's more ready to handle change.

The finding is supported by research from Wiroko et al. (2022) which shows that employee resilience mediates the relationship between perceived gratitude and work engagement.

Even though the research focus is different, the results show that resilience is a psychological capacity that helps individuals maintain work engagement when facing pressure.

Meanwhile, the study by Gul et al. (2025) provides evidence that organizational resilience is an important mechanism linking GHRM practices with organizational sustainability. The findings show that an organization's ability to maintain sustainability is heavily influenced by both individual and organizational capacity to deal with change.

Overall, the results of the literature review show that employee resilience is one of the psychological abilities that strengthens the implementation of sustainability policies. Resilient employees are able to adapt to changes in policies, technological developments, and changes in organizational needs, thereby supporting the achievement of organizational sustainability.

Learning Agility as a Strategic Capability

Research findings also show that learning agility is one of the competencies that is getting more attention in human resource management studies. Although the number of studies on learning agility is still smaller compared to GHRM, all the articles analyzed show a similar trend in results.

Wardhani et al.'s (2022) research shows that learning agility is an individual's ability to learn from experience, accept feedback, and apply what they've learned in new situations. The study also produced a valid instrument to measure learning agility in the Indonesian context.

Next, the research by Aprilia and Hidayat (2024) shows that learning agility contributes positively to employee work results through the ability to apply knowledge gained from training to their jobs.

These findings are backed up by research from Togatorop et al. (2025), which shows that learning agility boosts entrepreneurs' ability to deal with market changes through the use of knowledge and digital literacy.

Those three studies show that learning agility is not just the ability to learn, but the ability to turn experiences into relevant actions when facing change. In the context of organizational sustainability, this ability is important because organizations are expected to continuously innovate, update business processes, and adopt more sustainable technologies and work practices.

The Relationship Between the Three Variables

Based on the synthesis of all the articles, it seems that Green Human Resource Management, employee resilience, and learning agility have a complementary relationship in supporting organizational sustainability.

GHRM practices provide systems, policies, and a work environment that support learning and eco-friendly behavior. These conditions allow employee resilience to grow through increased organizational support and opportunities for self-development. At the same time, a work environment that encourages learning also helps boost learning agility, making employees more prepared to face organizational changes.

Thus, GHRM can be seen as an organizational factor, while employee resilience and learning agility are individual factors that together shape the organization's ability to achieve sustainability.

Significance of Research Results

The results of this research are academically significant because they successfully integrate three variables that have mostly been studied separately until now. Most previous studies focused on the relationship between GHRM and green innovation, environmental performance, organizational performance, or green behavior. Research on employee resilience is generally linked to work engagement and employee well-being, while learning agility is more often discussed in the context of leadership development or boosting individual performance.

Through the synthesis of 20 articles, this study shows that these three variables are strongly related in supporting organizational sustainability. With

Thus, this study provides a more comprehensive conceptual picture of the human resource factors that contribute to organizational sustainability.

Besides that, the research shows that organizational sustainability is the result of the interaction between human resource management systems and individuals' ability to cope with change. These findings expand the understanding that organizational sustainability is not only determined by technology or business strategy factors, but also by the organization's ability to develop human resources that are adaptive, resilient, and sustainability-oriented.

Contributions to the Field of Human Resource Management

This research makes several contributions to the development of Human Resource Management knowledge.

First, this study compiles a comprehensive synthesis of the development of Green Human Resource Management research during the 2022–2025 period. The synthesis shows that GHRM has evolved into one of the strategic approaches in human resource management that supports organizational sustainability.

Second, this study shows that employee resilience is a psychological resource that supports the successful implementation of sustainability policies. Employees' ability to handle pressure and change is an important part of keeping the organization going.

Third, this study shows that learning agility is a competence that is becoming increasingly relevant in the era of digital transformation and sustainability. The ability to learn quickly allows organizations to be more adaptive to changes in the business environment.

Fourth, this study integrates those three variables into a single discussion framework, providing a conceptual basis for future empirical research that examines the direct relationship between Green Human Resource Management, employee resilience, learning agility, and organizational sustainability.

Research Implications

The results of this research have several practical implications for organizations.

First, organizations need to integrate environmental principles into all human resource management practices, from recruitment, training, development, and performance evaluation to reward systems. This approach can boost employees' skills and behaviors that support the organization's sustainability.

Second, organizations need to develop programs that can boost employee resilience. This can be done by providing organizational support, stress management training, strengthening employee well-being, and creating a work environment that adapts to changes.

Third, organizations need to build a learning culture that encourages learning agility. Opportunities to attend training, job rotation, experience-based learning, mentoring, and continuous feedback can improve employees' ability to deal with change.

Fourth, for academics, the results of this research can serve as a basis for developing empirical research models that test the relationships between variables using a quantitative approach or mixed methods.

Research Limitations

This research has a few limitations that need to be considered.

First, the study only used articles published during the 2022–2025 period, so it doesn't reflect research developments before that time. As a result, some relevant classic theories and research findings were not included in the synthesis.

Second, this literature review only uses 20 articles according to the research criteria. Although this number is enough to give an idea of the latest research developments, there is still a chance that other relevant articles might not be included in the synthesis process.

Third, most of the articles analyzed used a quantitative approach with a cross-sectional design. This means the synthesized findings mainly show relationships between variables at a single point in time and are not yet able to explain how those relationships change over the long term.

Fourth, the focus of the study is limited to four main constructs, namely Green Human Resource Management, employee resilience, learning agility, and organizational sustainability. Other variables that also frequently appear in the analyzed articles, such as green innovation, green organizational culture, green human capital, organizational learning, and organizational resilience, have not been discussed as main variables, so the opportunity for developing research models is still open.

Based on these limitations, future research can expand the scope of articles, use a longer publication period, involve more diverse databases, and develop empirical models that test both direct and indirect relationships between Green Human Resource Management, employee resilience, learning agility, and organizational sustainability across various organizational sectors.

CONCLUSION

This study aims to examine the relationship between Green Human Resource Management (GHRM), Employee Resilience, Learning Agility, and Organizational Sustainability through a literature review of 20 scientific articles published between 2022 and 2025. Based on the literature synthesis, it can be concluded that all three independent variables play an important role in supporting the achievement of organizational sustainability.

The study results show that Green Human Resource Management is the most dominant factor in building organizational sustainability. Various GHRM practices, such as green recruitment, green training, green performance appraisal, green rewards, and green employee participation, have been shown to boost environmentally friendly behavior, green innovation, a green organizational culture, and the organization's ability to achieve sustainability goals. Thus, GHRM not only functions as a human resource management strategy but also as an organizational tool to integrate economic, social, and environmental aspects.

Besides that, the study results show that employee resilience is an individual's ability that plays a role in improving the organization's endurance against various changes and uncertainties. Employees with high resilience levels tend to be more capable adapting, maintaining productivity, and supporting the organization's long-term sustainability. Meanwhile, learning agility is the competency that allows employees to gain learning from experiences, embrace changes, and apply new knowledge to support innovation processes and organizational development.

The main contribution of this study lies in compiling a comprehensive synthesis of the relationship between Green Human Resource Management, employee resilience, learning agility, and organizational sustainability based on recent research developments. Unlike most previous studies that examined each variable separately, this study integrates all three variables into a single conceptual framework, providing a more complete understanding of the human resource factors that support organizational sustainability.

From an academic perspective, this study adds to the literature on Human Resource Management, especially in the areas of Green Human Resource Management and organizational sustainability. The synthesis shows that an organization's success in achieving sustainability is influenced not just by environmental policies or technology, but also by the quality of human resource management, employee adaptability, and the learning culture that develops within the organization.

From a practical standpoint, the research results imply that organizations should pay more attention to developing GHRM practices comprehensively, enhance employee resilience development programs, and foster a learning culture that supports learning agility. Integrating these three aspects is expected to boost the organization's ability to handle changes in the business environment while maintaining long-term sustainability.

Based on the limitations of the study, future research is suggested to test the conceptual model produced through empirical research in various organizational sectors using quantitative, qualitative, or mixed methods approaches. Subsequent studies can also expand the publication period, use a more diverse scientific database, and consider other variables, such as green organizational culture, green innovation, organizational learning, green human capital, and organizational resilience as mediators or moderators. In this way, understanding of the relationship between Green Human

Resource management, employee resilience, learning agility, and organizational sustainability can develop more comprehensively and contribute more to the advancement of Human Resource Management knowledge.

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