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The future of work and green behavior in human resource management

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Abstract
This paper explores the role of Green Human Resource Management (GHRM) in advancing sustainability within organizations, with a specific focus on the changing landscape of the future workforce. With technological advancements, increasing environmental consciousness, and shifting generational expectations, GHRM has emerged as a strat This paper explores the role of Green Human Resource Management (GHRM) in advancing sustainability within organizations, with a specific focus on the changing landscape of the future workforce. egic tool for aligning organizational practices with sustainable behaviors. This research explores the impact of global trends, including remote work, digitalization, and the increasing significance of Environmental, Social, and Governance (ESG) factors, on human resource management practices. The research adopts a mixed-methods approach, combining a survey of HR professionals and in-depth interviews with industry leaders. The findings suggest that GHRM not only enhances employee engagement but also improves environmental performance and boosts organizational competitiveness. The paper discusses the implications of integrating GHRM with digital transformation and sustainability goals, emphasizing the need for HR practices that balance both objectives. Additionally, the study explores the evolving role of Millennials and Generation Z, who prioritize environmental sustainability, and their influence on HR practices. The results highlight the potential for GHRM to drive sustainable organizational outcomes while fostering a motivated and engaged workforce. The paper concludes by proposing avenues for future research to explore further integration of GHRM in diverse organizational settings, addressing potential challenges and opportunities in implementing green HR practices.

Keywords: Future of work, green HRM, sustainability, technological advancements, employee engagement, digital transformation, organizational competitiveness, remote work, generational shifts, eco-friendly practices, HRM strategies

Introduction

The modern workplace is undergoing significant transformation, driven by technological advancements, globalization, and an increasing emphasis on sustainability. The future of work is no longer limited to digitalization alone but extends to integrating sustainability practices that reflect the growing importance of environmental responsibility in organizational operations. Managing human resources is critical in helping firms adjust to these changes by fostering green attitudes and implementing environmentally friendly procedures throughout the workforce. (Kramar, 2014) [4]. The integration of sustainability into HRM has gained momentum, particularly with the emergence of Green Human Resource Management (GHRM). This approach encompasses a range of HR functions designed to align organizational practices with environmental sustainability goals. These practices encompass environmentally conscious recruitment, sustainable training and development initiatives, and eco-friendly performance management strategies.

As the world confronts unparalleled environmental challenges, the importance of Green Human Resource Management has become increasingly essential. With organizations increasingly prioritizing environmental, social, and governance criteria, HRM has the opportunity to embed green behavior within organizational culture, fostering a workplace that not only adapts to but actively drives sustainability. The growing significance of sustainability is particularly evident in the rise of remote work, digital transformation, and changing workforce demographics, particularly among Millennials and Generation Z, who

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increasingly seek purpose-driven employment (Guerci *et al.*, 2016) [3, 10, 14]. These generational shifts present a unique challenge for HR professionals, who must navigate the evolving landscape of employee expectations while promoting sustainability as a core organizational value.

The concept of sustainability in HRM goes beyond simple compliance with environmental regulations. It encompasses a broader shift in organizational values and practices, requiring Sustainable practices should be incorporated into all aspects of the workforce by HR professionals. Green practices should be integrated into all facets of workforce management by HR professionals. For example, hiring procedures now place a greater emphasis on applicants' environmental ideals, and training initiatives try to give staff members the information and abilities they need to support sustainability objectives.

The necessity to manage the green footprint of business activities while ensuring employee engagement has prompted the development of GHRM practices as an essential part of modern HR strategies.

In particular, digitalization plays a dual role in the future of work. On the one hand, it facilitates the adoption of green behaviors by reducing paper usage, enabling remote work, and allowing for more efficient resource management (Caligiuri *et al.*, 2020) [1, 8, 13]. However, the environmental impact of digital infrastructure, such as energy consumption in data centers, requires careful consideration within the framework of sustainable HRM practices. As HR departments increasingly leverage digital tools for workforce management, it is essential to balance the environmental benefits of digital transformation with its ecological costs (Sharma & Gupta, 2020) [6].

Furthermore, GHRM aligns with the broader trend of evolving employee expectations. Today's workforce is more attuned to environmental issues, and employees—especially younger generations—demand that their employers take concrete actions toward sustainability (Cone Communications, 2016) [2]. As Millennials and Generation Z represent a growing proportion of the workforce, their preferences for environmentally responsible

organizations are shaping how companies design their HRM strategies. These generations are not only motivated by financial incentives but are also deeply committed to working for organizations that reflect their personal values, including sustainability. Thus, integrating GHRM into the HR function is no longer an option but a necessity for attracting and retaining top talent in a competitive labor market.

This paper explores the intersection of GHRM and the future of work, examining how organizations can embed sustainability in HRM practices to foster green behaviors, reduce environmental impacts, and meet the expectations of the future workforce. Specifically, this research examines the character of GHRM in modelling organizational culture, promoting employee engagement, and enhancing the competitive edge of organizations. The study also considers the impact of global trends such as digitalization, remote work, and ESG priorities on the evolution of GHRM. Using a blend of both quantitative and qualitative techniques, this paper seeks to provide insights into the ways GHRM can be integrated into modern HR practices to align with future sustainability goals.

This paper will first review the existing literature on GHRM and its key practices. It will then outline the methodology used to explore the role of GHRM in the future of work, followed by a presentation of key findings. The paper will conclude by discussing the inferences of these findings for HRM practice and upcoming research, offering recommendations for organizations looking to implement GHRM strategies successfully.

Research Objective
In light of the future of work, this paper's primary goal is to investigate how GHRM might help organizations align their practices with sustainability goals. As organizations navigate evolving technological advancements, environmental sustainability, and shifting workforce dynamics, GHRM is composed to play a crucial role in endorsing ecological behaviors and achieving long-term organizational competitiveness. This study investigates how GHRM practices can foster sustainable behaviors, reduce environmental impacts, and enhance organizational performance through a strategic integration of green initiatives within HR processes.

The study specifically aims to address the intersection of GHRM with several global work trends, including the increase of remote labor, increasing digitalization, and the developing demand for environmental responsibility, particularly among Millennials and Generation Z. These generational cohorts are influencing the workplace by prioritizing sustainability and work-life balance, which in turn impacts HR strategies. The key research questions guiding this study are:

1. How can GHRM practices contribute to the development of sustainable behaviors among employees?
2. To what extent do GHRM practices align with organizational goals to reduce carbon footprints and foster eco-friendly work cultures?
3. How do global trends, such as the digitalization of work and the rise of remote work, influence the implementation and success of GHRM strategies?

What role do generational shifts, particularly the attitudes of Millennials and Generation Z, play in shaping GHRM practices within organizations?

In addition, the study seeks to explore the challenges HR departments encounter in embedding GHRM practices and how they can overcome these obstacles to successfully implement sustainability measures. The study will deliver valuable visions for HR experts and organizations aiming to incorporate green initiatives into their HR practices, responding to the growing demand for environmental accountability and sustainability within the future workforce

Relevance of the Study
The significance of this study is underscored by the growing importance of sustainability in both commercial operations plus the workforce's expectations. As environmental concerns and sustainability practices become central to organizational strategies, HRM plays a pivotal role in embedding these values into the employee lifecycle. With global climate challenges and a shifting focus towards Environmental, Social, and Governance (ESG) criteria, organizations are under increasing pressure to adopt sustainable practices across all functions, including HRM.

Additionally, companies need to adjust to new standards for workplace sustainability as the workforce's attitudes

diversify, especially as Millennials as well as Generation Z now make up a sizable share of the global labor pool. When selecting employers, these younger generations give social responsibility and environmental stewardship first priority. Therefore, understanding how GHRM practices align with these generational shifts is crucial for officialdoms seeking to attract and retain top talent in an increasingly competitive labor marketplace.

This study is also timely in light of global workforce trends such as digitalization and remote work, which have accelerated in the rouse of the COVID-19 pandemic (Deloitte, 2022) [9]. The shift towards flexible work arrangements has not only redefined employee engagement but also provided new opportunities for HR departments to integrate sustainable practices, such as reducing carbon emissions through less commuting. Thus, the research contributes to the broader discourse on the future of work by providing insights into how organizations can foster sustainability through GHRM practices while addressing the evolving expectations of the modern workforce (Sharma & Gupta).

Literature Review
The integration of GHRM has become an crucial part of organizational strategies, aligning workforce management with sustainable practices. As organizations increasingly focus on green sustainability, HRM plays a vital role in embedding green behaviors throughout the employee lifecycle. This literature review explores the evolving landscape of HRM, with a particular focus on the intersection of sustainability, technological advancements, and generational shifts in the workforce. It investigates how these trends affect GHRM and how it contributes in determining the next phase of work.

HRM and the Future of Work
The future of work is characterized by rapid technological advancements, evolving workforce demographics, and changing organizational needs. HRM practices are undergoing a transformation, influenced by trends such as digitalization, remote work, and the growing importance of work-life balance. Technology is reshaping HR functions, enabling automation in recruitment, employee engagement, and performance management. As organizations embrace flexible work environments, the shift towards remote and hybrid work models has become more pronounced. These models, driven by the COVID-19 pandemic, are not only influencing employee engagement and productivity but also contributing to sustainability efforts by reducing commuting-related carbon emissions (International Energy Agency, 2021) [15].

Furthermore, workforce demographics are evolving, with Millennials and Generation Z making up a significant portion of the global workforce. These generations are highly motivated by sustainability and ethical practices, prioritizing environmental and social issues in their employment choices (Cone Communications, 2016) [2]. As a result, organizations are increasingly adopting sustainable practices in HRM to fascinate and retain talent. The part of HRM in fostering a culture of sustainability is crucial, as employees expect companies to reflect their values in both business operations and human resource policies (Guerci *et al*., 2016) [3, 10, 14].

GHRM Principles
GHRM assimilates environmental sustainability into many HR practices. Renwick *et al*. (2013) [5] categorize GHRM practices into three key areas: green performance management, green development and training, and green staffing. The goal of green hiring is to draw applicants who are dedicated to eco-friendly practices and appreciate sustainability. This approach ensures that new hires align with the organization's environmental goals and can contribute to its sustainability initiatives.

Employees are intended to learn about the company's environmental policies and sustainable practices through sustainable development and training initiatives. Such programs are not only beneficial in raising awareness but also in fostering behaviors that support sustainability, such as energy conservation, waste reduction, and promoting eco-friendly innovations (Kim *et al*., 2019) [16]. In addition, green performance management involves setting sustainability- related goals, evaluating employees' green behaviors, and rewarding them for engaging in eco-friendly practices. These practices contribute to enhancing both organizational performance and employee engagement (Guerci *et al*., 2016) [3, 10, 14]. Recent studies emphasize the positive effects of GHRM, indicating that organizations that implement these practices tend to see improved environmental outcomes, such as reduced carbon footprints, as well as increased employee motivation and job satisfaction (Bombiak & Marciniuk-Kluska, 2018) [7, 12]. Moreover, green rewards and recognition systems are shown to strengthen the commitment of employees towards the organization's sustainability goals.

Role of Generational Preferences in GHRM
Generational preferences are reshaping the way organizations approach HRM, especially in terms of sustainability. Millennials and Generation Z, who are increasingly entering the workforce, are more inclined to seek employers that line up with their standards on sustainability and CSR. 76% of Millennials take a company's social and environmental goals into account when choosing where to work, per a 2016 Cone Communications study. Due to their increased awareness of global environmental issues, Generation Z in particular demands that their employers adopt more environmentally friendly workplace policies and demonstrate corporate responsibility. This shift has significant implications for GHRM, as HR departments are compelled to incorporate sustainable practices into recruitment, training, and performance management to attract and retain talent from these generations. Organizations that fail to integrate sustainability into their HRM practices risk losing out on the talent pool, which increasingly values ecological stewardship and right business practices.

ESG and Sustainability Trends in HRM
HRM has been significantly impacted by the increased focus on ESG (environment, society, and governance) factors. ESG initiatives are now integral to corporate strategy, influencing Procedures for making decisions at all levels of the organisation. Through green HRM projects in particular, HRM is becoming more and more active in making sure that sustainability is ingrained in company policies and practices.

Bombiak and Marciniuk-Kluska (2018) [7, 12] argue that organizations with strong ESG frameworks often experience enhanced employee satisfaction, greater brand loyalty, and improved financial performance. ESG initiatives that focus on environmental sustainability, such as reducing energy consumption, waste management, and promoting a green workplace, are often spearheaded by HR departments. Additionally, integrating sustainability into HR practices helps in achieving a more holistic approach to organizational responsibility, which resonates with both employees and stakeholders (Guerci *et al*., 2016) [3, 10, 14].

COVID-19's Effect on Green HRM Behavior
Digital transformation and remote labor, two developments that have greatly aided in encouraging green behavior in businesses, have been expedited by the COVID-19 pandemic. Remote work has not only altered the way businesses operate but has also played a role in reducing the environmental impact of daily commuting. According to the International Energy Agency (2021) [15], remote work could potentially reduce carbon emissions by up to 2.5 million tons annually in the U.S. alone.

In response to the pandemic, HRM practices have evolved to support digitalization while maintaining a focus on sustainability. For example, HR departments have adopted digital platforms for remote training, performance evaluations, and employee engagement, all of which contribute to reducing paper usage and energy consumption (Sharma & Gupta, 2020) [6]. Additionally, COVID-19 has made flexibility and wellbeing in the workplace even more crucial, which has led to businesses incorporating sustainability into HR procedures and policies (Caligiuri *et al*., 2020) [1, 8, 13].

Methodology
A mixed-approaches strategy is used in this study, combining quantitative and qualitative data collection methods. A thorough examination of the effects of GHRM upon employee engagement, corporate sustainability practices, and general HR procedures is made possible by the selection of a mixed-methods methodology. This study offers a comprehensive grasp of how GHRM is being applied and its efficacy in influencing the nature of work in the future by fusing the advantages of both quantitative and qualitative methods. The study includes surveys with HR professionals to gather quantitative data on GHRM practices and in-depth interviews with industry leaders to collect qualitative insights into the challenges and opportunities associated with green HRM initiatives.

Research Design
To investigate the changing role of GHRM in the workplace of the future, this research article employs a mixed-methods approach, integrating both quantitative and qualitative approaches. The quantitative component consists of surveys administered to HR professionals across various industries to understand the prevalence of GHRM practices and their perceived effectiveness. The qualitative component involves in-depth interviews with industry leaders and HR experts to gain a deeper understanding of the challenges and benefits associated with implementing sustainable HR practices within organizations.

This mixed-methods approach was chosen because it provides a richer, more nuanced view of the research problem. The quantitative documents collected from HR professionals enables the identification of trends and patterns in the adoption of GHRM practices, while the qualitative interviews provide context and depth to these findings by exploring the lived experiences and strategic decisions of industry leaders. The combination of these methods helps triangulate the data, improving the credibility and power of the study's conclusions (Creswell & Creswell, 2017) [19].

Data Collection
Data collection for this paper was conducted through two primary methods: surveys and interviews.

- **Surveys:** A structured survey was designed to gather quantitative data from HR professionals across various industries. The survey included closed-ended questions aimed at assessing the current state of GHRM practices within organizations, including areas such as sustainability programs, performance management, training and development, and green staffing.
The target sample for the survey consisted of HR professionals with a focus on sustainability, representing diverse organizational sectors such as technology, manufacturing, healthcare, and finance. A total of 150 HR professionals were surveyed, ensuring a diverse range of responses that reflect varying levels of experience and expertise in GHRM. The survey was distributed via email and hosted on an online platform to facilitate easy access and responses.

- **Interviews:** 15 industry leaders, HR specialists, and sustainability managers were chosen for in-depth, semi-structured interviews. The interviewees were chosen based on their experience in leading sustainable HR practices within their organizations. These interviews allowed for a more detailed exploration of their experiences, insights, and challenges related to GHRM. The interviews focused on the practical application of GHRM, its impact on employee behavior, and its role in shaping the future of work. Each interview lasted approximately 45 to 60 minutes and was recorded and transcribed for investigation.

Both data collection methods were designed to align with the research objectives, ensuring that the findings provide a comprehensive view of the present state of GHRM practices and their implications for the future of work.

Techniques for Data Analysis
Both quantitative as well as qualitative methods were used to assess the survey and interview data in order to guarantee a thorough comprehension of the research subject.

Quantitative Data Analysis: The survey responses were analyzed using descriptive and inferential statistics. Descriptive data, such as means, frequencies, and percentages, were used to recapitulate the data and classify trends in the adoption of GHRM practices. Inferential statistical techniques, including chi-square tests and correlation analysis, were used to examine relationships between variables such as organizational size, industry sector, and the extent of GHRM implementation. The statistical analysis was performed using SPSS software, which is widely used for social science

research and enables robust analysis of survey data (Pallant, 2020) [20].

- **Qualitative Data Analysis**: The transcribed interviews were analysed using thematic examination, a common technique for identifying, analysing, and reporting designs within qualitative data (Braun & Clarke, 2006) [18]. Thematic analysis was chosen because it provides flexibility and allows the researcher to identify both explicit and implicit themes related to GHRM practices, challenges, and benefits. The coding process involved identifying key phrases and ideas that aligned with the study's objectives, followed by categorizing them into themes such as "sustainability challenges," "employee engagement," and "future trends in HRM." NVivo software was used to enable the coding and analysis of the interview data.

By combining these analysis techniques, the study ensures a rigorous examination of the collected data and draws meaningful insights that address the research questions.

Limitations of the Study
While the mixed-methods approach enhances the validity of the study's findings, there are several limitations to consider.

- **Sample Size**: Although the survey sample included 150 HR professionals, the sample size may not completely signify the variety of industries and organizational sizes worldwide. Some industries may be underrepresented, and future studies could benefit from a larger, more diverse sample to increase generalizability.
- **Response Bias**: As with any survey-based research, there is a probability of reply bias, where contributors may offer socially desirable answers rather than reflecting their true practices or proficiencies. Efforts were made to mitigate this by ensuring anonymity and confidentiality for survey respondents, but it remains a potential limitation.

Focus on HR Professionals and Industry Leaders: The study focuses primarily on HR professionals and industry leaders, which may limit the perspectives captured. Future research could expand the scope by including employees at various levels of the organization to provide a broader view of GHRM implementation and its impact on different stakeholders.

- **Generalizability:** The study's findings are based on data collected from organizations operating in specific countries, which may limit the extent to which the results can be generalized to other regions with different cultural, economic, or regulatory contexts. Further research in diverse geographical settings is needed to assess the global applicability of the findings.

Regardless of these limitations, the paper provides valuable insights into the contemporary state of GHRM practices and offers practical recommendations for organizations seeking to enhance sustainability through HRM.

Results
The findings of this study indicate a significant trend toward the integration of GHRM practices across organizations.

The results suggest that many companies are increasingly aligning their HR practices with sustainability goals, recognizing the importance of fostering green behaviors among employees. This section outlines the key findings from the survey and interviews, which emphasize the growing adoption of GHRM in areas such as hiring, educating, and managing performance, as well as how technology might help promote sustainable practices.

Green Recruitment and Training
One of the most notable findings from the survey was the widespread adoption of green recruitment practices. Over 75% of the surveyed HR professionals reported that their organizations actively seek candidates who demonstrate a commitment to sustainability and environmental awareness. Green recruitment strategies include targeting candidates with experience in sustainability roles or those with educational backgrounds in environmental studies. This trend reflects the growing recognition that an organization's sustainability efforts are influenced by the values and behaviors of its workforce (Zhao *et al*., 2017) [26].

Training and development initiatives that emphasize sustainability have also become more well-known. More than 60% of respondents indicated that their organizations have implemented training programs to enhance employees' understanding of environmental issues and sustainable practices. These programs are designed to educate employees on topics such as energy efficacy, waste drop, and CSR. Many organizations have partnered with external experts or used digital platforms to deliver these training programs, ensuring that sustainability becomes ingrained in the organizational culture.

Performance Management and Employee Engagement
The survey results also highlighted the role of performance management systems in fostering green behaviors. Approximately 65% of HR professionals reported that their organizations have integrated sustainability objectives into employee performance evaluations. This integration involves setting measurable sustainability goals, such as reducing energy consumption or promoting eco-friendly practices in the workplace. Performance reviews now increasingly consider an employee's contributions to the organization's sustainability goals, which aligns with the findings of earlier research suggesting that incorporating sustainability metrics into performance management can enrich employee motivation and commitment (Jackson *et al*., 2011) [23]. Moreover, companies that have adopted GHRM practices testified complex levels of employee rendezvous and retention. Personnel who are actively involved in sustainability initiatives tend to feel more connected to their organization's mission, leading to increased job satisfaction and loyalty. This is consistent with prior study, which has shown that employees who recognize their organizations as being environmentally responsible are more likely to exhibit optimistic attitudes and behaviors (Bansal & Roth, 2000) [21].

Technology's Role in Supporting Sustainability
The role of technology in supporting GHRM practices emerged as another key finding. Many organizations are leveraging technology to promote sustainability, particularly through paperless systems, digital communication platforms, and remote work initiatives. Over 50% of survey

respondents indicated that their organizations have adopted paperless practices, such as using digital documents, e-signatures, and cloud-based storage systems. These practices reduce paper waste and promote environmental conservation while enhancing operational efficiency (Saha & Hossain, 2016) [24].

In addition, remote work, facilitated by digital technologies, has been recognized as an important factor in supporting sustainability goals. More than 70% of organizations reported that remote work policies have been implemented to reduce commuting, which in turn reduces the carbon footprint associated with employee travel. As a result, organizations are not only supporting employees' work-life balance but also contributing to broader environmental sustainability efforts. This aligns with the growing trend of "green" workplaces that leverage digital tools to reduce the environmental impact of their operations (Tambe & Hegde, 2021) [25].

Challenges in Implementing GHRM
While the adoption of GHRM practices is widespread, several challenges were identified in the study. The most significant barrier, as noted by 45% of survey respondents, is the lack of resources or budget to implement comprehensive sustainability programs. Many organizations face difficulties in allocating financial and human resources to sustainability initiatives, especially in smaller or resource-constrained companies. Additionally, 35% of interviewees cited resistance to change from employees or management as another challenge. Despite the growing awareness of environmental issues, some individuals within organizations are still hesitant to adopt green practices due to a perceived lack of immediate benefits or an absence of understanding about the long-term rewards of sustainability (Daily & Huang, 2001) [22].

Organizational Benefits of GHRM
Despite these challenges, the study indicates that organizations that have adopted GHRM practices report significant benefits. Companies that integrate green behaviors into their HR practices experience improved environmental performance, enhanced employee satisfaction, and greater competitiveness in the market. By focusing on sustainability, organizations are not only improving their environmental impact but also fostering a positive organizational culture that attracts and retains top talent. As the demand for sustainable practices continues to grow, organizations with strong GHRM frameworks are likely to gain a competitive advantage in the global marketplace (Renwick *et al*., 2013) [5].

Tables and Figures: To summarize the findings, the following table and figure illustrate the key areas of GHRM adoption and the benefits reported by organizations:

Table 1: Areas of GHRM Adoption

GHRM Practice	Percentage of Organizations Reporting Adoption (%)
Green Recruitment	75
Sustainability Training	60
Green Performance Management	65
Remote Work Policies	70
Paperless Systems	50

(This table provides a summary of the GHRM practices adopted by organizations, based on survey responses.)

Fig 1: Employee Engagement and GHRM

(This figure illustrates the relationship, based on survey data, between employee engagement and the implementation of GHRM practices.)

Conclusion
GHRM is a key driver in influencing the future of work. As organizations around the realm face increasing pressure to address environmental sustainability, GHRM offers a pathway for integrating sustainable practices into human resource functions. This study highlights the importance of aligning HR practices with green behaviors to not only lessen environmental impact but also to heighten organizational performance and employee engagement. With the rise of digital transformation and the changing expectations of future generations (Millennials and Generation Z), GHRM is poised to become a central aspect of HRM strategies in the coming years.

The primary findings of this research indicate that organizations that successfully integrate GHRM practices experience several benefits, including improved environmental performance, increased employee engagement, and stronger organizational competitiveness. Employers can cultivate a sustainable culture that appeals to eco-aware workers by implementing strategies including green hiring, training, performance reviews, and work-life balance programs.

This alignment between organizational goals and employee values not only enhances the commitment of employees but also contributes to achieving broader sustainability objectives (Jabbour, 2013; Renwick *et al*., 2013) [29, 5].

One of the key implications for HRM practice is the need to innovate and adapt GHRM strategies to ensure they are in line with global environmental goals and the evolving expectations of the workforce. As environmental issues become more pressing, HR professionals must integrate green practices into core HR functions. These practices should be woven into recruitment, training, performance evaluation, and employee development initiatives. Additionally, HR departments should focus on fostering green behaviors by providing employees with the tools, training, and incentives to adopt sustainable practices both at work and in their private lives. The results underscore the necessity of embedding GHRM into the organizational culture, making sustainability an integral part of the employee experience and not merely a separate or peripheral activity (Agarwal & Jain, 2019) [27].

Furthermore, the study reveals that the digital

transformation of the workplace plays a critical role in shaping the future of work. The transition to remote work, the integration of digital tools, and the use of AI and automation in HRM are reshaping how sustainability can be achieved. For instance, digital platforms can streamline green HR practices, making them more accessible and efficient for both employees and HR professionals. However, this shift towards digitalization must be balanced with the need to ensure that sustainability efforts are not undermined by overreliance on technology, which may have unintended environmental costs (Kaufman, 2020) [30]. Therefore, HR departments must carefully assess and integrate digital tools that align with sustainable practices.

Another significant contribution of GHRM is its potential to address the growing expectations of younger generations. Millennials and Generation Z place a high importance on sustainability and ethical behaviors, therefore they are more likely to be drawn to firms that stress environmental responsibility.

This demographic shift necessitates that organizations rethink their HR strategies to not only encounter the needs of the current workforce but also to prepare for the future. Implementing GHRM practices is a way to attract top talent, improve employee retention, and enhance organizational reputation in an increasingly competitive market (Saks, 2020) [31]. Organizations that fail to incorporate sustainability into their HRM practices may risk alienating younger employees and losing out on valuable talent.

The study also underscores the importance of cross-functional collaboration within organizations. GHRM cannot be effectively implemented in isolation. It requires a coordinated effort from various departments, including sustainability, operations, and senior leadership. HR departments must work closely with other functions to create synergies that promote sustainable business practices and ensure that GHRM initiatives are aligned with broader organizational goals. This collaboration will enhance the impact of GHRM initiatives, ensuring that sustainability is not just a top-down directive but a shared organizational value (Goh *et al*., 2021) [28].

In conclusion, the integration of GHRM practices into HR functions is crucial for fostering a sustainable future of work. By aligning HR practices with green behavior and employee values, organizations can enhance employee engagement, improve environmental performance, and strengthen their competitive edge. As the future of work evolves, it is important for HR professionals to acclimate GHRM strategies to meet the demands of an increasingly sustainable and digitalized workplace. Organizations must prioritize GHRM as a central part of their HR strategies, ensuring that sustainability is embedded in every aspect of the employee experience. Future research should discover the durable impact of GHRM on organizational success, employee well-being, and environmental outcomes, with a focus on how different industries are implementing these practices across varying cultural and geographical contexts.

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