



HOW CORPORATE SOCIAL RESPONSIBILITY AFFECTS ORGANIZATIONAL SUSTAINABLE PERFORMANCE: THE MEDIATION ROLE OF GREEN INNOVATION AND GREEN HUMAN RESOURCE MANAGEMENT

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ABSTRACT

A company or business organization can achieve sustainable performance only when it is able to carry out organizational processes, functions, or operations so that the business or organization's activities do not damage environmental quality. Therefore, business or organizational transactions must be carried out with the aim of producing better social interactions with stakeholders such as suppliers, consumers, the general public, and the authorities. This research aims at exploring the direct relationship between Corporate Social Responsibility (CSR) and Organizational Sustainable Performance by involving the role of Green Human Resource Management (GHRM) and Green Innovation (GI) as mediating variables. Further, this study was conducted by using a literature review as a methodology in order to address the gap on these issues. The result of this study views an organization as a collection of human, physical, and organizational resources. These resources are valuable and incomparable for the green practice. Thus, they are a major source of sustained competitive advantage and sustainable performance. While for sustainable, three important ideas can be applied, i.e., considering the needs of future generations, institution matters, and new ways of thinking and perceiving. Finally, this study is expected to become a foundation for promoting sustainable performance of organizations that helps organizations to achieve competitive advantage by cultivating environmental awareness as part of their organizational strategy, which is also known as green management. Furthermore, this study provides new insights or knowledge for further research by developing a novel research model as a basis for further empirical research.

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1. INTRODUCTION

In the last stage of the industrial era, globalization has led to interdependence between nations and regions along with global problem. As “the necessary revolution”, individual, organization and government realize its effects are unsustainable. Interest in sustainable development around the world has emerged in many forms. However, the important revolution now starting is not just related to the ecological issues. The wrong dichotomy between ecological and environmental and social imbalance leads to ignoring that poor people suffer from environmental stresses in terms of food, water and basic necessities. For example, food and water can be a conflict as a social disruption in certain regions. China and India are on a collision course over water sources from the Himalayas in western China and northern India resulted in water-starved regions; continued growth in water usage will worsen matters (Senge, 2009). Sustainable organizational achievement is the dominant approach in today's world, with a trend toward increased profitability, healthy social and environmental conditions, recent economic disasters, and also green actions (Zhao et al., 2022; Zhao et al., 2021). Over the past few years, the need for sustainable environmental management has increased tremendously, and green management has emerged as an important organizational tool (Úbeda-García et al., 2022). The United Nations Sustainable Development Goals adopted by all member states in 2015 are the '2030 Agenda for Sustainable Development' (17 GOALS and Sustainable Development) which emphasizes the importance of addressing current problems in a sustainable way and not hindering future generations from meeting their own needs. As a result, current issues of poverty, health, education, inequality, and economic progress goals must be addressed so that countries find ways to deal with climate change and preserve the natural ecosystems (Ren, Tang, and Jackson, 2018). For example, the Singapore Environment Council ordered the recall of their products from all stores in Singapore. This incident highlights the strong effect of compliance with environmental issues on organizational economic performance of (Yusliza et al., 2019).

Sustainable and environmental issues are rapidly emerging as one of the most important topics for strategic business decisions, management, manufacturing, and product development. Awareness is a result of high demands on the natural environment which has been reflected in the innovative and environmentally conscious products offered to consumers (Saeed et al., 2019). Meanwhile, recognition of a direct relationship between CSR and corporate performance has shifted interest among authors recently (Úbeda-García et al., 2021). As we know, CSR makes them responsible to nature and society, which they affirm and seek resources for their business success (Shahzad et al., 2020). The concept of CSR, however, is not very popular and is still in the early stages of adoption, specifically in developing countries (Abbas, 2020).

Furthermore, the need to build a sustainable environment has given rise to the concept of Green Human Resources (GHR). Under these conditions, organizations focused on providing a green work environment must fulfill social responsibility to support the importance of a green environment of workers in society (Yasin, Huseynova, and Atif, 2023). We can identify the negative impact of a corporation's irresponsible action on the stakeholders that influence the workers deviant on the environment. For example, a study by Abbasi, Amran, and Sahar (2024) examined the impact of corporate environmental irresponsibility (CEI) on the workplace deviant behaviors (WDB) of Generation Z and Millennials by using moral outrage as mediation. In this term, Generation Z is the youngest generation in the labor market. The finding confirmed that CEI has a positive impact on the WDB of both generations. However, they revealed that sustainable performance by Generation Z is higher than in their predecessor generation; they found significant evidence related to the critical role of generational groups in understanding the emotional and behavioral actions of workers to CEI. Therefore, they confirmed that harming the environment will decrease organizational performance because of deviant worker behavior. Workplace deviant behaviors are rooted in motives. It can be the result of corporate environmental irresponsibility. They claimed that negative violation of expectation automatically will direct negative behaviors from the workers. It provides a new perspective for the executive management that it is crucial to eliminate social irresponsibility, especially from the new generation's lens such as generation Z. Therefore, green initiative can be realized by implementing Human Resource Management (HRM) practices that emphasize the environmental aspects of an organization's business operations – a concept known as GHRM

(Yusliza et al., 2019). The relevance between HRM significantly influences the perspective of CSR, is developed, and implemented; similarly, how companies approach social responsibility has implications for the treatment of workers (Úbeda-García et al., 2021). However, to the best of our knowledge, the prior literature fails to provide a clear link (if any) between CSR and GHRM which, if established, could provide practitioners with steps and guidance on how organizations can enhance their CSR through the adoption of GHRM practices, or vice versa. This can provide a better understanding of how implementing CSR can lead to more effective implementation of GHRM practices, which this research will explore (Yusliza et al., 2019).

At the same time, in an effort to achieve corporate sustainability, companies must prepare for Green Innovation (GI) by acquiring the required capabilities and resources (Zhang et al., 2020). The concept of GI is driven by external legal requirements as well as internal company conditions, such as organizational culture and available resources. Singh et al. (2020) confirmed that environmental performance depends on the quality of green processes and green product innovation. In addition, the results of research by Shah et al. (2021) showed that leaders and managers in organizations should regard GI as a strategic resource and utilize it to achieve corporate environmental management goals so that it can work well for GI environmental performance. However, until now, although it functions as a determinant of environmental strategy, the concept of GI has received little attention (Shahzad et al., 2020).

Furthermore, research on the relationship between CSR and GI has yet to show consistency (Wan, Jin, and Ji, 2023). Although we know that green human resource management (GHRM) is very important for enhancing a company's GI capability, this relationship has rarely been explored or tested empirically in the literature (Song, Yu, and Xu, 2021). Meanwhile, Chaudhary (2020) also conducted a study aimed at identifying the impact of GHRM practices on environmentally friendly behavior related to employee duties and volunteers. However, the results obtained still do not provide certainty. The study found that gender and environmental values fail to moderate GHRM and Organizational Identification. This finding corroborates the results reported by Dumont, Shen, and Deng (2017), where individual green values fail to moderate the effect of GHRM practices on green behavior in employee roles. It is surprising to note that the employee's task-related and extra-role-related behaviors are equally affected by an organization's GHRM practices. On the other

hand, the study by Khan et al. (2023) confirmed the importance of gender quality in implementing GHR practices to empower green work attitude and behavior. They examined the Green HRM, organizational identification and sustainable development supported by social identity theory. Specifically, this study examined the moderating effect of gender to the top management team operating in telecom sector firms in Pakistan. The finding revealed that GHR has a positive and significant influence on organizational identification and green worker behavior through moderating effect of gender. They postulated that when employees or workers view positive support from an organization through GHR practices such as training and practice, this will result in a green work attitude and behavior. Next, policymakers and managers have to implement GHR practices to increase gender equality. Green practices are critical for the organization or business to anticipate the negative environmental impact. They also pressure the organization or business to implement GHR practices and organizational identification for long-term performance. Another study by Kraus, Rehman, and García (2020) revealed that CSR does not have a significant direct effect on environmental performance, but is positively correlated with environmental strategy and GI, which again improves environmental performance, that is, significantly mediates between CSR and environmental performance. Chaudhary's findings (2020) found the indirect effect of GHRM on employee performance that is also supported by the findings of Saeed et al. (2019) where the relationship between GHRM practices and employee pro-environmental behavior is mediated by a pro-environmental psychological climate. These findings suggested that the adoption of GHRM practices by organizations makes employees identify strongly with them and display performance behaviors that benefit the organization. Therefore, this study presents original contributions to the following body of knowledge:

- a. CSR and OSP studies are limited (e.g., Hang et al., 2022; Mbanyele et al., 2022; Malik et al., 2021; Zhao et al., 2021; Kraus et al., 2020).
- b. There is still a lack of studies examining the role of GI (e.g., Padilla-Lozano and Collazzo, 2022; Muisyo et al., 2021; Shahzad et al., 2020; Singh et al., 2020; Sobaih, Hasanein, and Elshaer, 2020) and GHRM (e.g., Al-Swidi et al., 2022; Haldorai, Kim, and Garcia, 2022; Lu et al., 2022; Úbeda-García et al., 2021) as a mediator.

- c. Some studies explore the relationship between CSR and sustainable performance using GHRM and/or GI as mediators. This study finds only the first empirical study by Zhou, Tiruneh, and Legese (2024) examining these relationships using environmental performance as the dependent variable. The study by Khan et al. (2023) examined sustainable performance by using the same aspects as this study; however, they investigated the role of organizational identification as a mediating factor on the link between GHR and sustainable performance. Thus, this study makes a new attempt that identifies the link between CSR and OSP (i.e., economic, social, and environmental aspects) which is broader than environmental performance.

Therefore, an effort to fill the gap mentioned previously is by identifying a direct relationship between CSR on Sustainable Organizational Performance by involving the role of GHRM and GI as a mediating variable for this research.

2. LITERATURE REVIEW

2.1 CORPORATE SOCIAL RESPONSIBILITY (CSR)

Most advanced organizations nowadays are adopting eco-friendly business practices and highlighting CSR activities to achieve Sustainable targets. For example, the success of Sun Pharmaceuticals Industries Ltd., an eco-friendly company registered in the healthcare sector in India, which linked its organizational activities to stringent GHRM activities starting from recruitment, selection, performance appraisal, orientation, training, and development as well as employee relations improvement in the workplace. The company gives top priority to investment in CSR to achieve Sustainable environment through green practices such as reducing the use of paperwork, collecting car facilities, using more natural sunlight during the day instead of electricity, working from home facilities, tree planting camps, teleconferences, and conducting annual 'Going Green' surveys (Suri and Banerji, 2016).

CSR for the last six decades has been interpreted as compensation for environmental pollution. Such compensation in most cases cannot compensate for the damage companies do to the natural environment (Wan et al., 2023). Specifically, there are several dimensions or elements of CSR as follows namely environmental,

economic, social (Sezen and Cankaya, 2013), community CSR, customer CSR, employee CSR (Úbeda-García et al., 2021), CSR confirmation, and CSR differentiation (Wan et al., 2023). Furthermore, experts propose CSR components, namely formal CSR tools, environmental-related CSR, workplace-related CSR, community-related CSR, market-related CSR (e.g., Padilla-Lozano and Collazzo, 2022), philanthropic, ethical, legal, and economical (Shahzad et al., 2020). Therefore, the practice of environmental protection and prevention of environmental pollution emerged as a result of environmental problems recently when humans realized that natural resources were limited which accelerated business-conscious action on environmental problems because they have the greatest responsibility for environmental pollution (Khanam, Sultana, and Mushtaq, 2023).

2.2 GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

The current trend indicates that GHRM has promoted important key business strategies for organizations where the concept of the Human Resources Department provides an active role in greening the organization (Ahmad, 2015). Therefore, these initiatives have involved implementing effective environmentally friendly Human Resource (HR) practices, among other things, that are capable of producing higher efficiency, greater cost reductions, and increased employee retention and full engagement (Yusliza et al., 2019). The increasing awareness of companies or organizations and regulations concerning environmental Sustainability has led organizations to adopt the GHRM concept with the goal of producing effective Environmental Management (EM) within the organization (Ren et al., 2018).

Indeed, GHRM includes unique characteristics, and the concept of the Green Human Resource subsystem is different from the conventional HRM subsystem (Fayyazi et al., 2015). In this regard, Chams and García-Blandón (2019) postulated the following antecedents of Sustainable Human Resource Management (SHRM):

a. Environmentally Friendly Behavior (GB)

Literature review reveals that individual characteristics, attributes, and behaviors are important drivers of sustained performance. Individuals are considered facilitators of organizational metamorphosis into more socially responsible and environmentally oriented entities.

- b. Green Competency (GC)
Experts have conducted both qualitative and quantitative studies addressing GC and assessing its impact on SHRM.
- c. Green Value (GV)
Apart from GB and GC, the convergence of individual and organizational values and the suitability of leadership traits with the work environment are predictors of SHRM. Leadership style has been identified in the literature that shows the type initiates of sustainable development. Further, it assists in SHRM implementation.

Indeed, GHRM is built on organizations engaging in practices related to environmental protection and maintaining ecological balance. Therefore, GHRM is an important approach to promoting sustainable organizational development. Although the literature on GHRM effects is growing, little is known about the mechanisms and boundary conditions that may facilitate the relationship between GHRM and green outcomes (Abualigah et al., 2022). Saeed et al. (2019) and Zaid, Jaaron, and Bon (2018) found that GHRM practice has a positive impact on employee pro-environmental behavior, and environmental psychological capital has a mediating role in this link. In this case, GHRM practices are expected to increase the employee's ability to generate creative ideas and solutions for green practices. In other words, GHRM practices, such as green training and development and green performance appraisal, should increase employees' dedication to their green work and maintain their absorption in carrying out environmental tasks (Abualigah et al., 2022).

Meanwhile, top management commitment and a culture of sustainability play a critical moderating role in improving environmental management practices and developing resource pools (green human capital) in companies (Padilla-Lozano and Collazzo, 2022). In this case, the interaction of Green Human Resource practices and the attitude of top managers will lead to more effective adoption of environmental practices which will ultimately enhance the company's green human capital (Song et al., 2021). Therefore, the main objective of GHRM is to make employees aware of environmental management namely what actions are required, how they function, and how to help the environment. This practice motivates employees and builds a sense of pride for being part of the program go green (Ahmad, 2015). Specifically, this study attempts to identify several GHRM elements as in Table 1.

TABLE 1
Components of Green Human Resource Management (GHRM)

Components	Author/Year
Green Training and Development	Wen et al. (2022), Amjad et al. (2021), Muisyo and Qin, (2021), Malik et al. (2021), Úbeda-García et al. (2021), Amrutha and Geetha et al. (2020), Chaudhary (2020), Al-Romeedy (2019), Yusliza et al. (2019), Zaid et al. (2018), Ahmad, S. (2015)
Green Performance	Yusliza et al. (2019), Ahmad (2015)
Green Performance Assessment	Wen et al. (2022), Amjad et al. (2021), Chaudhary (2020), Al-Romeedy (2019), Yusliza et al. (2019)
Green Awards and Recognition	Jamal et al. (2021), Malik et al. (2021), Amjad et al. (2021), Amrutha and Geetha et al. (2020), Chaudhary (2020), Malik et al. (2020), Al-Romeedy (2019), Yusliza et al. (2019), Ahmad, S. (2015)
Preservation of Knowledge Capital	Padilla-Lozano and Collazzo (2022)
Green Ability	Muisyo and Qin (2021), Chaudhary (2020), Singh et al. (2020), Sobaih et al. (2020)
Green Motivation	Úbeda-García et al. (2021), Sobaih et al. (2020), Singh et al. (2020)
Green Opportunity	Muisyo and Qin (2021), Singh et al. (2020)
Green Jobs Analysis and Description	Wen et al. (2022), Malik et al. (2020), Al-Romeedy (2019), Yusliza et al. (2019)
Green Recruitment	Al-Romeedy (2019), Chaudhary (2020); Muisyo and Qin, (2021), Malik et al. (2020), Wen et al. (2022), Wen et al. (2022), Úbeda-García et al. (2021), Yusliza et al. (2019), Ahmad, (2015), Jamal et al. (2021), Malik et al. (2021)

TABLE 1 (continued)

Components	Author/Year
Green Selection	Wen et al. (2022), Jamal et al. (2021), Malik et al. (2021), Muisyo and Qin (2021), Úbeda-García et al. (2021), Chaudhary (2020), Malik et al. (2020), Yusliza et al. (2019), Al-Romeedy (2019)
Green Induction	Al-Romeedy (2019)
Green HRM Practice	Amrutha and Geetha et al. (2020), Al-Romeedy (2019)
Green Employee Acquisition	Amrutha and Geetha et al. (2020), Al-Romeedy (2019)
Green Employee Assessment	Amrutha and Geetha et al. (2020)
Green Engagement	Jamal et al. (2021), Úbeda-García et al. (2021), Amrutha and Geetha et al. (2020), Chaudhary (2020), Zaid et al. (2018)
Green Health and Safety	Amrutha and Geetha et al. (2020)
Green Discipline Management	Amrutha and Geetha et al. (2020)
Green Initiative	Muisyo and Qin (2021)
Green Performance Evaluation	Malik et al. (2021), Malik et al (2020)
Green Skills Development	Úbeda-García et al. (2021)
Environmental Beliefs	Zhu et al. (2021)
Green Organization Identity	Zhu et al. (2021)
Green Recruitment	Zaid et al. (2018)
Green Performance Management and Compensation	Zaid et al. (2018)
Green Employee Relations	Ahmad (2015)
Green Environment Training	Malik et al. (2020)

Source: Compiled by Authors (2024)

Finally, this study tries to generalize the elements of GRHM Practices into seven types as follows:

- a. **Green recruitment and selection**
Involve recruiting and selecting candidates with green awareness through tests intended to ensure that employees have a positive attitude towards environmental issues, supplemented by questions related to environmental beliefs, values, and knowledge (Úbeda-García et al., 2021).
- b. **Green recruitment**
A system that focuses on the importance of the environment and makes it a key element in the organization. Recruitment for candidates with the concept of green thinking will facilitate the recruitment of professionals who are aware of sustainable processes and are familiar with foundations e.g. recycling, conservation, and creating a more logical world (Ahmad, 2015).
- c. **Green performance assessment (GPA)**
In understanding whether adopting and promoting green behavior by employees is considered one of the main performance indicators and is measured during the performance appraisal process (Mishra, 2017).
- d. **Green Training and Development**
One of the reasons for providing employee training and development is to implement positive practices toward the environment that can be used as a signal to prospective employees about how they will potentially be treated (Yusliza et al., 2019).
- e. **Green Reward and Compensation**
The main process of HRM activities is where employees are rewarded for their performance. This HR practice is the most powerful method of linking individual interests to organizational interests. Incentives and rewards can maximally influence employee attention at work and motivate them to exert maximum effort to achieve organizational goals (Ahmad, 2015).
- f. **Green Employee Relations**
An aspect of HRM that is concerned with building friendly employer-employee relationships that facilitate employee motivation and morale and increase productivity. Employee relations involve employee participation and empowerment activities that help prevent and resolve problems arising in the workplace that may affect work so that positive employee

relations are an intangible and long-lasting asset as well as a source of competitive advantage for any organization (Ahmad, 2015).

g. Green Initiative for HR

Many issues related to GHRM must be considered by the Human Resource Department before implementing green initiatives and all of them cannot be contained in one document. Because of space limitations, this study focuses briefly only on some of the key green initiatives for the development of HR departments as follows:

- Green Buildings
Organizations worldwide are increasingly choosing green buildings as their workplaces and offices as alternatives to traditional offices. This phenomenon is quite trend-setting because green buildings meet certain criteria useful for reducing the exploitation of natural resources used in their construction (Ahmad, 2015).
- Paperless Office
Statistics show that paper wastage is one of the top workplace concerns. In this regard, efforts are made to understand the role of Human Resource in providing soft copies of internal documentation (including plans and policies) to facilitate paper reduction, paper recycling, and so forth (Mishra, 2017).
- Energy conservation
The organization also develops the extensive use of energy-starred light bulbs and lamps which undoubtedly consume at least two-thirds less energy than ordinary ones (Ahmad, 2015).
- Recycling and Waste Disposal
Recycling is a methodology for processing used materials (waste) into new and useful products. Recycling reduces the use of raw materials that should be used to produce new products. Thus, this practice saves energy and reduces the amount of waste that goes into the trash, resulting in a cleaner environment and fresher air (Ahmad, 2015).

As mentioned by Chaudhary (2020), employees are expected to display more green behavior when their environmental values match the organizational green values. Since GHRM reflects organizational environmental values, it is proposed that employees'

environmental values will influence the nature of the relationship between GHRM and employees' green behavior in such a way that the relationship will be stronger when environmental values are high and vice versa.

2.3 GREEN INNOVATION (GI)

Green innovation (GI) can be defined as the development of new or better products, processes, or technologies that simultaneously present economic and environmental advantages (Lian, Xu, and Zhu, 2022). In other words, green human capital is a company's unique asset, and employees with unique green knowledge and skills can create and enhance opportunities for GI (Song et al., 2021). Therefore, a “green” innovation culture is seen as employee beliefs and behaviors related to improving the natural environment. The strong foundation in Environmental Management (EM) research is that extraordinary results can be achieved not only by overhauling production processes, products, or raw materials but also by implementing corporate culture so that companies have an adequate attachment to sustainable development (Muisyo and Qin, 2021). Furthermore, Sobaih et al. (2020) suggested that the GI component can be divided into three categories, namely product, service, and procedure innovation. Meanwhile, Zhang et al. (2020) suggested that they are green process innovation, green product innovation, and green managerial. However, this study identified that in general experts propose GI into two aspects, namely green product innovation and green process innovation (e.g., Padilla-Lozano and Collazzo, 2022; Muisyo and Qin, 2021; Singh et al., 2020; Song et al., 2020; Xie, Huo, and Zou, 2019). Furthermore, the study by Xie et al. (2019) also identified that green product innovation mediates the relationship between green process innovation and firm financial performance and that a firm's green image moderates the relationship between green product innovation and financial performance. The result of the study, however, revealed that the effect of the moderating variable, i.e., green subsidies on the link between green product innovation and firm financial performance was not supported.

Therefore, it acts as an antecedent of the green process innovation, i.e., by presenting new insights into the configuration for intangible assets. The findings of the study showed that, in the context of green, there are three aspects, i.e., intellectual capital, individually and interactively that support development of process innovation for

the performance. Of the three, human capital appears to have the strongest influence on process innovation performance. Employee knowledge and experience will facilitate the development and dissemination of knowledge in the organization, hence improving the innovation performance process (Jirakraisiri, Badir, and Frank, 2021). It is conceivable that exploitative GI and exploratory GI can be linked to environmental performance in their own way. Besides, the types of GI may be different in how they influence their action in a mediating role. It is hoped that future research will further differentiate between the various types of GI. In addition, it is also important to carry out further analysis of the company's environmental strategy and its efficacy (Rehman et al., 2021).

2.4 ORGANIZATIONAL SUSTAINABLE PERFORMANCE (OSP)

Global trends have increasingly reflected growing societal concern for the environment, prompting organizations and businesses to adopt environmentally friendly practices to maintain performance and competitiveness. The objective of the company or organization is not only to maximize profit but also it aims to provide sustainability by adopting sustainable growth and the highest performance (Hang et al., 2022). Therefore, it needs for organizations to focus on systematic methods when they implement the concept of green performance management. One way is that adopting green performance management standards is a priority for some types of organizations. Green performance management creates green performance indicators to define a set of green criteria for all members in performance appraisal, covering topics such as environmental incidents, environmental responsibility, carbon emission reduction, and communicating environmental issues and policies (Saeed et al., 2019). Furthermore, to achieve organizational environmental performance, several variables can generally be used to support direct and indirect relationships to organizational sustainable performance as shown in Table 2.

TABLE 2
Direct and Indirect Relationship with Organizational Sustainable Performance (OSP)

Author/Year	Direct effect	Indirect Effects	Findings
Amjad et al. (2021)	GHRM practices namely training and development, performance appraisal, and reward compensation on organizational sustainability	The mediating effect of environmental performance and employee performance	Significant effects of GHRM practices on organizational sustainability. This study also supports the hypothesized role model of mediating environmental performance and employee performance between GHRM practices and organizational sustainability
Jamal et al. 2021	GHRM practices, i.e. green recruitment and selection, green salary and rewards, and green engagement in organizational sustainability	-	GHRM practices have no significant effect on company sustainability
Malik et al. (2020)	GHRM Practices (green job analysis and description, green recruitment and selection, green environment training, green performance evaluation, green rewards) and Green Intellectual Capital	-	The two dimensions of the practices of GHRM (green recruitment and selection, and green rewards) and green intellectual capital (green human capital, green structural capital, and green relational capital) have a positive effect on corporate sustainability. Meanwhile, no significant relationship was found between green performance evaluation and green training on sustainable performance.
Malik et al. (2021)	GHRM Practices: Green recruitment and selection, green training, green performance evaluation, green awards, and Corporate Social Responsible GHRM and corporate ability Organizational Citizenship Behavior (OCBE) and Sustainable Performance	Mediating Effects of Organizational Citizenship Behavior	Organizational citizenship behavior on the environment significantly mediates the link between CSR and the practices of GHRM. In addition, there is a significant positive impact of CSR on sustainable performance. Meanwhile, OCBE has a positive effect on sustainable performance.
Sezen and Cankaya (2013)	Green Manufacturing and Eco-innovation on Sustainable Performance	-	Applications of Green Manufacturing influence significantly environmental and social performance show. In addition, environmentally friendly process innovation has a significant positive impact on corporate sustainability. However, green product innovation did not significantly influence any of the three types of performance.

TABLE 2 (continued)

Author/Year	Direct/Immediate effect	Indirect Effects	Findings
Ganapathy et al. (2014)	Eco-Innovation on Sustainable Performance	-	Invention demonstrated that training on environmental-related practices can address innovation and social aspects in the Indian manufacturing sector context.
Imran, Alraja, and Khashab (2021)	GHRM and Big Data on Sustainable Performance	The mediating effect of GI	GHRM and Big Data have a positive and significant effect on GI. In addition, GI influences the sustainable performance
Le (2022)	Corporate Green Strategy and Sustainable Corporate Performance	Mediating the role of CSR and GI	There is an integration of three green elements namely green strategy, green corporate social responsibility, and GI to improve environmental performance. Meanwhile, there is also a significant mediating effect of CSR and GI.
Shahzad et al. (2020)	The CSR dimension has an impact on sustainable development that is environmentally sound and subsequently GI	Environmental Sustainable Development Mediating Effects	All CSR dimensions were found to be significantly positive toward environmentally sustainable development. Furthermore, environmentally sound sustainable development positively enhances GI.
Yasin et al. (2023)	Environmentally friendly HRM in employer branding	The mediating effect of corporate ES and corporate social sustainability.	GHRM has a positive effect on corporate sustainability. Furthermore, CSR has a positive influence on corporate branding. The results also support the effect of mediating role corporate ES on the link between GHRM and CSR
Wen et al. (2022)	GHRM Practices and Environmental Sustainable (ES)	The mediating role of CSR	Practices of Green HRM have a significant and positive effect on ES. Furthermore, the second hypothesis is not supported (CRS has any positive impact on ES through green HRM practices). In addition to the direct impact, the indirect impact of the influence of green HRM practices on CSR is positive and significant. Finally, the authors define green HRM as the practice of influencing ES through the partial mediation of CSR.
Zhao et al (2022)	Analyzing the role of GHRM and CSR mechanisms in order to achieve the sustainable performance of the organization	Performance Organizational Sustainable mediates the relationship between GHRM and OP Perceived Organizational Support (PO) mediates the relationship between CSR and OP	The findings from the study show the significance of all hypotheses proposed and validate the study model.

Source: Compiled by Authors (2024)

Based on the description in Table 2, it is known that in general, there is a significant influence of certain variables (e.g., GHRM, Green Intellectual Capital, CSR, Eco-Innovation, and others) on the Sustainable performance of an organization. However, this study also found contradictory findings that did not show a significant relationship between GRHM and corporate sustainability, as shown in the research by Jamal et al. (2021). An earlier study by Sezen and Cankaya (2013) found that green product innovation was not found to have a significant effect on any of the three types of performance. Likewise, research by Malik et al. (2020) also revealed that only two GHRM dimensions have a significant effect on business sustainability. These findings indicate insufficient resources, lack of knowledge about training, and traditional task completion methods might be the reasons for the insignificant relationship. Thereby, when companies are faced with environmental problems, green performance appraisals can provide feedback to employees about their environmental contributions, motivating them to achieve the environmental knowledge and skills needed to build green human capital. In addition, compensation practices related to environmental management are effective in generating employee commitment to, and efforts on behalf of, environmental management, thus enhancing the company's green human capital. In other words, with increasing environmental pressures, companies can acquire and maintain green human capital by adopting Green Human Resource practices (Song et al., 2021).

2.5 THE RELATIONSHIP BETWEEN CSR AND OSP: THE MEDIATING ROLE OF GI AND GHRM

Business trends around the world have changed rapidly because of the competitive environment. Companies are not enough to gain profits and gain a competitive advantage but are also being sued and must be responsible for environmental impacts (Kraus et al., 2020). Meanwhile, CSR differentiation is assessing the level of relationship with certain stakeholders and emphasizing the further strengthening of already established core competitive advantages. This categorization contributes to the analysis of the problem in terms of CSR connotations. Moreover, although research has focused more attention on the concept of the CSR-HRM nexus, a more comprehensive examination is needed of the link between these two constructs. It has not been carried out, especially concerning the potential relationship between GHRM and CSR. Such efforts seem to us highly relevant and it is necessary to bear in mind that several significant interfaces exist

between GHRM and CSR which have not been explored adequately or systematically. With regard to HR practices, instrumental CSR-HRM research has primarily considered CSR as a means of enhancing these practices to the extent that they contribute to organizational goals and economic performance. For example, the concept of CSR is considered a way to improve recruiting practices to attract the best talent, motivate employees and upgrade their commitment to organizational goals (Úbeda-García et al., 2021).

Specifically, considering the various types of strategic targets for CSR compatibility and CSR differentiation, the effect of the GI concept may also differ. Thereby, additional studies are needed to increase the development of knowledge concerning the link between various types of CSR and GI (Wan et al., 2023). Although many companies or organizations implement GI for sustainable development, it looks like not all are successful.

In particular, Zhang et al. (2020) emphasized that the application of GI relies on three aspects:

a. Technology Readiness

It refers to the characteristics associated with a technology that will be adopted by a company as an important asset for GI.

In this term, technological readiness can be categorized into 2 elements:

- Technology Compatibility: as a necessary condition, when a concept of GI demands resources that are not available or comes about changes that are not in accordance with its strategic objectives, implementation will be very difficult.
- Relative Advantage
The relative advantage in terms of utilizing GI technology for corporate sustainability is a condition that sufficiently facilitates implementation efforts.

b. Organizational Readiness

It refers to the characteristics of a company that are important in the implementation of GI which can be divided into:

- Innovation Capability: in this sense, it is a necessary condition for GI at the organizational level.
- Environmental concern: it is a sufficient condition for employees to fully engage and commit to the implementation of GI activities.

c. Environmental Readiness

It refers to external pressures that drive companies to pursue GI. Institutional theory suggests that external pressures motivate

organizations to develop performance measures for Sustainable benchmarking.

- Policy orientation: it lays the bottom line for GI; policy orientation serves as a necessary condition of the environment.
- Market Orientation: it can be considered as an aspect of sufficient environmental readiness conditions.

Furthermore, Zhang et al. (2020) argued that in order to carry out GI namely green managerial innovation, green process innovation, and green product innovation successfully, companies need to meet the necessary and sufficient conditions from the technological, organizational, and environmental dimensions. First, they must ensure that they build a green culture, adopt compatible technologies and comply with environmental policies. Therefore, to reduce environmental pollution and get sustainable development, companies or organizations need to promote vigorously the concept of green creativity among the workers (Al-Ghazali and Afsar, 2021).

These opinions, however, have raised a fundamental question for the organization or business, i.e., how can a corporate implement GHRM and GI still survive in the marketplace. For this case, Senge (2009) shared the essential idea of green management for creating a more sustainable future as the necessary revolution for the organization or business, i.e., seeing systems, collaborating across boundaries, and shifting from problem-solving to creating. Specifically, in determining crucial problem as the necessary revolution for sustainability, there are three important ideas for creating a sustainable future as the new paths:

- a. Have to consider the needs of future generation.

The terminology of sustainability is widely applied to show the need to live in the present but does not jeopardize the future that demands corporation to take into account the demands of the next or future generation such as our children, families, society, and business. Thus, it is not just referring to the present demands.

- b. Institutions matter

Besides the actions of individuals, the world is also created by networks of business and governmental and non-governmental institutions that influence the product of our business. The changes needed in future years thus require fundamental shifts on the function of the institution-individually and also collectively.

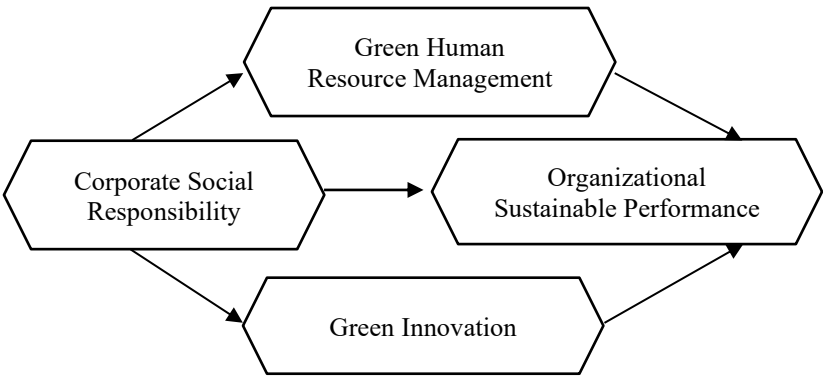
- c. New ways of thinking and perceiving
All change can be a real when there are new ways of thinking and perceiving. The way of institution operating is a direct outcome of how we operate-how people think and also interact. Thereby, we cannot find solutions with the same kind of thinking.

Therefore, it is urgent radically to move the three ideas of sustainable as suggested previously when corporation are ready to face turbulence in achieving sustainable organizational performance by using the green management method through implementing CSR, GHRM and GI.

3. METHODOLOGY

To answer the gaps presented in this study that will be able to contribute to the issue of Sustainable of organizational performance, then this study adopts the literature review method as a basis for further empirical studies. Further, there are 95% of articles ranging from 2020-2023 used as information sources based on Google Scholar, SCOPUS, ProQuest, Sage Journals, and other information sources. Then, this study proposes a literature review study that functions as a basis for further empirical research that creates a new research model in order to identify the main role of GHRM and GI as a mediating variable in the relationship between CSR and OSP. Therefore, this study categorizes research subjects based on direct and indirect relationships since this research uses mediating variables on the relationship between CSR and OSP (see Figure 1).

FIGURE 1
Research Model



4. CONCLUSION AND IMPLICATION

Top management can demonstrate their commitment to the environment by incorporating it into their mission and making it part of business goals and priorities, thereby demonstrating their full support for environmental sustainability. Top managers and ownership groups can prioritize environmental issues when establishing operational strategies and practices. Therefore, they can develop clear written policies that communicate their commitment, thereby providing the necessary leadership and resources to maintain the environmental standards required in the organization. Their environmental commitment must not only be communicated to employees but also to their suppliers, contractors, and subcontractors, as well as their customers. Thus, top management can link their commitment to CSR, GHRM, and GI and to complete environmental initiatives introduced by the organization. They must play an important role in increasing active involvement of organizations in OSP practices (Haldorai et al., 2022).

This study presents implications from practical as well as theoretical aspects. First, based on the practical aspect, this study will become a foundation for promoting sustainable performance of organizations which helps organizations achieve competitive advantage by cultivating environmental awareness as a part of their organizational strategy which is also known as green management. Second, from a theoretical aspect, this study provides new insights or knowledge for further research by developing a new research model as a basis for subsequent empirical research. This research also has limitations that only identify the role of mediating variables to support OSP success. Thus, this research suggests further research to explore other variables that can act as a moderator to empower organizational sustainable performance.

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