Green Human Resource Management Practices and Organizational Performance in Kenya: A Systematic Literature Review

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ABSTRACT

This paper has explored the existing literature on the impact of Green Human Resource Management practices on sustainable organizational performance, taking into consideration an extensive desktop literature review. The review concentrated on four pillars of practice, which included green recruitment and selection, green training and development, green performance appraisal, and green compensation and rewards. The synthesis of evidence based on international, regional, and Kenyan literature shows that environmentally compatible recruitment is positively related to value congruence between employees and companies, whereas green training improves ecological knowledge, skills, and responsible workplace behaviors. The results also suggest that the implementation of environmental factors in performance appraisal systems will enhance accountability and that sustainability-related compensation systems encourage long-term employee involvement in responsible actions. All these practices were discovered to have a positive impact on the environmental, economic, and social aspects of organizational performance through increased efficiency of resource use, aid in meeting regulatory requirements, increased effectiveness in operating the organization, and promotion of ethical and responsible conduct. The research finds that internal human resource systems greatly influence sustainable organizational performance and that Green Human Resource Management is a strategic process of ensuring that sustainability is incorporated in the organizational operations. The study suggests institutionalization of the green human resource practices in organizational policy frameworks, increased regulatory and capacity building of policy makers, and increased empirical studies to widen knowledge of sustainability-motivated human resource strategies in organizational environments.

Keywords: Green Human Resource Management, Organizational Performance, Sustainability, Green Recruitment, Green Training, Green Performance Appraisal, Green Compensation

INTRODUCTION

The growing environmental degradation, climate change, and stakeholder pressure have placed sustainability as a strategic priority on organizations worldwide (Xie *et al.,* 2023; Lawter *et al*., 2025). Recent studies also indicate that sustainability results are not only affected by technology and operations, but also by human resource systems that determine employee behavior and decision making (Pham *et al*., 2023; Bindeeba *et al*., 2025). In that regard, Green Human Resource Management has become a strategy that allows considering the environment in the framework of core HR practices to ensure the effectiveness of the organization at the environmental, economic, and social levels (Renwick *et al*., 2023; Lawter *et al*., 2025). According to recent research, GHRM is a subset of strategic HRM that predetermines employee skills, motivation, and responsibility towards sustainability goals (Jabbour *et al*., 2022; Sarfo *et al*., 2024).

Green Human Resource Management incorporates the conventional HR functions suitably modified to be environmentally responsible. The idea of green recruitment and selection is aimed at hiring employees with green values and sustainability consciousness that enhances the ability of the organization to institutionalize

responsible behaviours (Xie *et al*., 2023; Asare *et al*., 2023). Green training and development positively impact the organizational performance on employee knowledge and competencies of eco-efficiency, regulatory compliance, and sustainable work practices (Pham *et al*., 2023; Bindeeba *et al*., 2025). Green performance appraisal incorporates environmental indicators within evaluation systems, which strengthens accountability and aligns the behavior of employees towards the sustainability objectives of organizations (Sarfo *et al*., 2024; Lawter *et al*., 2025). Green compensation and rewards also encourage long-term participation because rewards are tied to environmental performance and responsible behavior (Khaskhely *et al*., 2022; Bindeeba *et al*., 2025).

The concept of organizational performance is becoming more multidimensional than ever, and it is no longer limited to a narrow financial output concept (Lawter *et al*., 2025). Productivity, efficiency, and cost management are included in economic performance, whereas waste reduction, emissions, and resource utilization alongside regulatory compliance are considered as environmental performance (Pham *et al*., 2023; Xie *et al*., 2023). The social performance also includes the well-being of the employees, occupational safety, ethical conduct, and relations with the stakeholders, which lead to organizational legitimacy and resilience (Sarfo et al., 2024; Asare *et al*., 2023). Most recent research has underlined that in the long-term sustainability of an organization, a balance in performance in these dimensions is vital (Bindeeba *et al*., 2025).

The available empirical evidence points continuously to the positive effect of green human resource management on organizational performance in terms of employee behavior and organizational culture (Lawter *et al*., 2025; Xie *et al*., 2023). It has been found that integrated GHRM practices within organizations have a positive effect on the environmental performance and innovation, as well as on operational efficiency, due to the behavioral and capability-based pathways (Pham *et al*., 2023; Sarfo *et al*., 2024). Such results confirm the thesis that HR systems are internalizing processes that connect sustainability intent to performance results that could be quantified (Jabbour *et al*., 2022).

In Kenya, the implementation of green human resource management is supported by the robust constitutional and policy framework, which anchors the environmental responsibility on the organizational decision-making (Constitution of Kenya, 2010; Ministry of Environment and Forestry, 2022). According to recent research, there is a growing awareness and slow transformation into the use of green recruitment, training, performance management, and reward practices in organizations, but the implementation remains unbalanced at present, with capacity and resource limitations (Anyona, 2023; Chemjor, 2022). This background demonstrates the topicality of the study of the role of green human resource management practices on organizational performance in the changing sustainability and governance landscape in Kenya (Sarfo *et al*., 2024; Lawter *et al*., 2025).

Statement of the Problem

The pressure on organizations to enhance environmental, social, and economic performance rates is gaining momentum in the world as sustainability becomes a key factor to determine the legitimacy and competitiveness. The international reports show that the increases in global emissions and resource consumption are still high, which is significantly influenced by the organizational production, energy use, and patterns of consumption, and thus increases the regulatory and stakeholder attention (IEA, 2024; UNEP, 2023; WRI, 2024). Simultaneously, the global policy organizations note that sustainability performance is a factor that is more and more important to organizational competitiveness than financial performance itself and, therefore, internal systems that facilitate responsible and efficient operations are essential (UNIDO, 2021). Such trends indicate a consistent issue, namely, as sustainability expectations are increasing, most organizations are finding it difficult to reconcile internal management practice especially human resource systems, with sustainability goals.

In Kenya, there are such pressures together with structural performance restrictions. National development strategies, such as Vision 2030 and the Climate Change Act, emphasize sustainable growth, environmental protection, and improved organizational performance in the sector (Republic of Kenya, 2016; Ministry of Environment and Forestry, 2022). Although these promises have been made, it has been demonstrated that most organizations still face issues related to energy inefficiency, environmental compliance, and operational effectiveness, especially as global sustainability standards become stricter (KNBS, 2023; Mdasha, 2024). Although Kenya does not contribute a high amount of global emissions, national environmental effects are on

the increase, which is why the organizational level sustainability interventions are becoming more urgent and cannot be limited to technology and regulations.

Green human resource management practices have been demonstrated to enhance organizational performance by instilling sustainability values in the primary HR systems and influencing the responsible behavior of employees (Jabbour and de Sousa Jabbour, 2022; Pham et al., 2023). In Kenya, there is still little evidence, which is fragmented, and most studies have focused on the individual practice or individual institutions instead of overall organizational performance results (Anyona, 2023; Chemjor, 2022). This gap highlights the fact that a specific study on the impact of green human resource management practices on organizational performance is required to guide theory, policy, and managerial practice.

Research Objective

The objective of the study is to examine the effect of green human resource management on environmental sustainability, with a specific focus on green recruitment and selection, green training and development, performance appraisal, and green compensation.

LITERATURE REVIEW

Theoretical Literature Review

Social Exchange Theory

Social Exchange Theory has been most related to Blau (1964), although the related ideas are rooted in Homans (1958), who considered social interaction as an exchange with rewards and costs. Blau took this view further, arguing that workplace interaction is more social than economic. According to the theory, organizational relationships evolve through recurrent transactions in which valuable resources, such as support, recognition, training, and reasonable evaluation, are gained, creating expectations of reciprocity that become attitudes and behaviors of employees over time (Blau, 1964; Cropanzano & Mitchell, 2005). Perceived organizational intentions are therefore the cause of employees responding rather than responding to contractual obligations alone (Shore *et al.*, 2006).

The theory is based on the notion that the relations in society are guided by reciprocity, in which the good treatment results in a liability that must be worked out positively (Blau, 1964). It also presupposes the fact that employees consider organizational actions through the prism of trust, fairness, and sincerity as opposed to formal policies (Cropanzano *et al.*, 2017). Exchange relationship is cumulative, and this implies that the organizational support taken regularly builds up commitment and vice versa; an imbalanced relationship tends to weaken and lead to withdrawal of efforts (Emerson, 1976; Molm, 2013). These suppositions put the behavior of employees in the context of an ongoing relational interaction inside the company.

The limitations of the Social Exchange Theory have been noted, regardless of its high explanatory value. According to critics, the theory supposes rational reciprocity and does not give enough attention to the power of intrinsic motivation, emotions, and personal values (Molm, 2013). Some others observe that the theory is conceptually wide and fails to explicitly define causal processes between organizational practices and performance outcomes (Cropanzano & Mitchell, 2005). It is also noted that the theory has not paid due attention to the asymmetry of power, where employees are able to reciprocate even at unfair conditions (Emerson, 1976). However, the theory applies to this research since green human resource management practices are considered social investments that affect the perceptions and bidirectional behavior of employees and consequently impact organizational performance (Cropanzano *et al.*, 2017).

Triple Bottom Line Theory

Elkington (1997) is the one who mostly identifies with the Triple Bottom Line Theory, as he believed that organizational performance cannot be measured on the basis of the classic financial metrics. The theory suggests that performance at three interrelated dimensions, i.e., economic performance, environmental responsibility, and social well-being, determines the performance of an organization and its success. Elkington gave a response to

the shareholder-oriented perspective on performance by stating that the organizations owe a duty to numerous stakeholders such as employees, the community, and the natural environment (Elkington, 1997; Norman & MacDonald, 2014). Since then, the framework has become quite popular in the literature on sustainability and management as a holistic method of organizational performance assessment (Milne and Gray, 2013).

The theory has a basis of the assumption that the economic, environmental, and social performance dimensions are interlaced and together determine organizational viability in the long term (Elkington, 1997). It presumes the long-term organizational legitimacy achievement on a balance of these dimensions and not short-term financial performance (Norman & MacDonald, 2014). It is assumed that the stakeholders would judge an organization based on performance in all three dimensions, i.e., poor environmental performance or even social performance may hamper the overall performance of the organization (Freeman, 1984; Milne & Gray, 2013). The theory then needs more performance indicators that are not limited to financial performance (Elkington, 1997).

The Triple Bottom Line Theory has significant criticisms despite all those strengths. Researchers point out that there is no established measurement framework that can be used to compare the three dimensions (Milne & Gray, 2013). Some people claim that organizations can use the framework as a symbol but not without any substantial change in their operations, and this restricts its application in practice (Norman & MacDonald, 2014). The theory is also silent in articulating the definite causal relationships between sustainability efforts and performance outcomes, especially in resource-gated situations (Pope *et al.*, 2019). However, the framework is still applicable to the study since it offers a multidimensional foundation to evaluate the performance of organizations based on the existence of green human resource management practices (Elkington, 1997; Milne & Gray, 2013).

Empirical Literature Review

Green Recruitment and Selection and Organizational Performance

Empirical data at the global level continues to show that there is a linkage between green recruitment and selection and sustaining oriented organizational results. Jamil, Zaman, Kayikci, and Khan (2023) discovered that sustainability-focused practices in recruitment were positively linked with environmental, social, and economic performance. Similar results were obtained by Nguyen (2024), who stated that green recruitment was a significant predictor of environmental and social performance within the employees of environmentally oriented organizations. Rehman (2025) and Guerci, Longoni, and Luzzini (2020) also demonstrated that green recruitment has an effect on environmental performance due to staff motivation and mediating the effects of stakeholder pressure. These global findings are supported by evidence in Africa. For instance, Akpobokami (2023) described that green recruitment increased the responsiveness of organizations to environmental needs through the enhancement of the alignment of employee values and sustainability objectives. Bangura (2024) synthesized findings on the topic and concluded that green recruitment is among the most practical green human resource practices to enhance eco-efficiency, although its usage is disproportionately adopted across institutional settings.

These patterns are supported by empirical evidence in Kenya and show contextual limitations. A positive connection between the green recruitment practices and organizational sustainability results was confirmed by Kiplangat, Sang, and Kingori (2022). Owino and Kwasira (2019) have found better environmental sustainability associated with environmentally conscious hiring, but practices were mostly informal. As further revealed by Manyasi and Egessa (2024), the green human resource acquisition had a positive relationship with employee performance, which means that green recruitment enhances sustainability and workforce effectiveness and requires a more systematic implementation in the Kenyan organizations.

Green Training and Development and Organizational Performance

The green training and development in the world's empirical literature is always associated with enhanced sustainability-oriented organizational performances. Jabbour (2021) concluded that environmental training improved the ecological competence of employees and had a positive impact on waste, emissions, and resource consumption. The study by Saeed, Afsar, Hafeez, Khan, and Tahir (2019) found that green training enhanced

green creativity and environmental performance through enhancing the ability of the employees. Roscoe, Subramanian, Jabbour, and Chong (2019) also demonstrated that environmental training helps adopt the use of the circular economy, which supports its contribution to environmental performance enhancement.

The global trends are supported by evidence from Africa and Kenya explaining the mechanisms. Pham, Hoang, and Nguyen (2020) have shown that green training enhanced employee commitment and environmentally responsible behavior due to the enhancement of the green psychological climate. Masri and Jaaron (2021) noted that organizational support is effective in augmenting green training in the process of translating learning into long-term environmental performance. Mugambi and Theuri (2020) further established that green training enhanced compliance and efficiency with the operations of the environment, even though formal training systems were less frequent, while Kalyango and Ntale (2021) discovered that environmental education was found to improve ecological performance and the green innovation ability in the region. Moreover, Mandago (2019) determined a positive correlation between green training and environmental sustainability in Kenya, but the uptake was not even, which may be explained by the lack of resources and managers, which requires further desktop-based investigation of the problem of green training and organizational performance.

Green Performance Appraisal and Organizational Performance

Empirical evidence in the world indicates that when environmental criteria are incorporated in performance appraisal systems, accountability and responsible conduct towards the environment are enhanced. As Pham, Vo, and Nguyen (2019) established, green performance appraisal had a positive correlation with green performance of employees and environmental commitment. Similar results were also reported by Jabbour, Santos, and Nagano (2020), who found that the environmental indicators in the appraisal systems improved the maturity and eco-efficiency in the management of the environment. According to these studies, it is possible to say that appraisal systems are major mechanisms of aligning employee behavior in accordance with the organizational sustainability goals.

The strategic importance of green performance appraisal in institutionalizing environmental practices is supported by regional studies. Paillé, Chen, Boiral, and Jin (2024) showed that the environmental appraisal criterion was associated with boosting voluntary green behavior and green citizenship among employees. According to Saeed et al. (2020), the green appraisal systems were found to increase green creativity due to the provision of structured environmental feedback. Pinzone, Guerci, Lettieri, and Redman (2022) also established that environmental measures of the appraisal systems positively facilitated applying environmental management standards that enhanced the organization's sustainability frameworks.

Similar trends have been proven by Africa and Kenya, which also indicate gaps in implementation. Mugambi and Theuri (2020) discovered that environmental requirements in performance appraisal enhanced compliance and efficiency in operations, but formal systems were minimal. Mandago (2023) documented that there existed a high positive association between green performance appraisal and environmental sustainability, with the positive employee reaction towards systematic feedback. The Kenyan research has consistently shown that informal and inconsistent appraisal systems are a constraint to sustainability performance, which highlights the importance of more desktop-based investigations on organized green performance assessment and organizational performance.

Green Compensation and Rewards and Organizational Performance

Empirical literature reveals time and again that green compensation and reward systems have a focal motivational role in enhancing the employee's environmental behavior and the overall sustainability outcomes of an organization. Empirical evidence in various organizational settings shows that employees become more pro-environmental and pro-sustainability initiatives when rewards are clearly identified with environmental performance. According to Kim et al. (2021), financial and non-financial green rewards had a significant and positive effect on voluntary green behavior, and this is because they support the perceived value of environmental performance. Equally, Paillé et al. (2024) determined that reward schemes that were consistent with environmental citizenship conduct were found to motivate employees to perform above formal job scope, whereas Masri and Jaaron (2020) determined that there was a strong positive correlation between green

incentives and eco-efficiency in an organization. Zhang *et al.* (2020) further established that green incentives enhance the ability of leadership and green behavior in employees through encouraging innovation and long-term environmental effort.

Little evidence is available in Africa and Kenya, but the trends are similar. According to Mugambi and Theuri (2020), the green reward systems were found to be positively related to environmental compliance and operational efficiency at the organizational level. Mandago (2022) also established that compensation systems in line with the environment boosted employee loyalty to sustainability goals. Manyasi and Egessa (2024) also demonstrated that green reward practices led to better performance among the employees because they make them responsible and accountable. Nevertheless, Kenyan research is always marked by the frequently occurring issues regarding the issue of resources, the lack of policy guidance, and the inconsistency of green incentives implementation. Such constraints present the necessity of more organized and institutionalized green compensation structures to enhance sustainable organizational performance in environmental, economic, and social aspects.

Conceptual Framework

The empirical literature reviewed across global, regional, and Kenyan contexts consistently shows that green human resource management practices, specifically green recruitment and selection, green training and development, green performance appraisal, and green compensation and rewards, play a significant role in shaping sustainable organizational performance as shown in Figure 1.
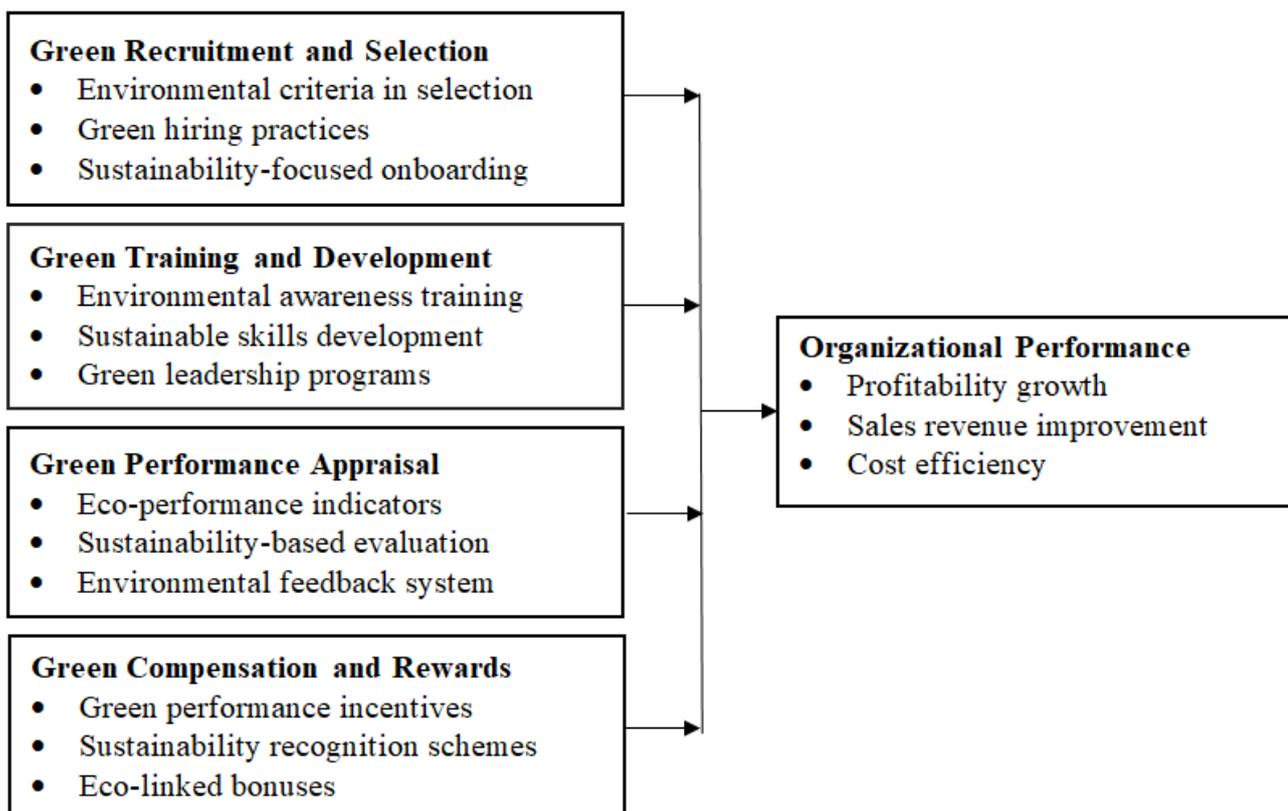

Figure 1: Conceptual Framework

Based on the reviewed empirical evidence, the conceptual framework in Figure 1 positions green recruitment, green training, green performance appraisal, and green compensation as independent variables that directly influence sustainable organizational performance. The relationships are supported by findings showing that GHRM practices strengthen employee skills, motivation, accountability, and environmental commitment, which translate into improved efficiency, compliance, and social outcomes. The framework, therefore, reflects the view that sustainable organizational performance is shaped not only by operational systems but also by human resource-driven behavioral and cultural mechanisms.

METHODOLOGY

The methodology of the study was aligned with Grant and Booth (2009), whereby secondary data is considered a sufficient methodology for data collection. Hence, the research methodology was restricted to the literature that was reviewed from previous research studies on the Effect of Green Human Resource Management Practices on Organizational Performance. The study employed a desktop literature review design. A desktop review involves the systematic identification, selection, evaluation, and synthesis of existing academic and policy literature without engaging in primary data collection (Tranfield *et al.,* 2003). This design was suitable because the study aimed to consolidate existing empirical evidence, identify patterns, and highlight gaps in knowledge rather than test hypotheses using new data. The design also supports theory building, conceptual clarification, and contextual understanding of green human resource management and organizational performance (Snyder, 2019).

The Data for the study were drawn exclusively from secondary sources. These included peer-reviewed journal articles, scholarly books, policy documents, and reputable institutional reports. Academic databases such as Scopus, Web of Science, Google Scholar, and ScienceDirect were used to access relevant literature. Policy and contextual documents were sourced from recognized international and national institutions to support contextual understanding. Clear inclusion and exclusion criteria were applied to ensure relevance and quality of the reviewed literature. Studies were included if they focused on green human resource management practices, organizational performance, or sustainability-oriented human resource systems. Only peer-reviewed articles and credible institutional publications were considered. Priority was given to recent literature published between 2021 and 2025, while older foundational works were included only where necessary for theoretical grounding. Studies that focused solely on technical environmental interventions without a human resource component were excluded. Non-scholarly publications, opinion pieces, and sources lacking methodological clarity were also excluded.

The selected literature was analyzed using thematic synthesis. Key concepts, empirical findings, and theoretical arguments were extracted and grouped into thematic areas aligned with the study objectives, namely green recruitment, green training, green performance appraisal, green compensation, and organizational performance. Patterns, consistencies, and divergences across studies were identified and interpreted to generate integrated insights. This approach supports structured synthesis while maintaining analytical rigor and transparency (Tranfield *et al*., 2003; Saunders *et al*., 2019).

FINDINGS

This study examined the influence of green human resource management practices on sustainable organizational performance in Kenya through a systematic review of existing literature. The findings are presented in line with the study objectives and reflect synthesized patterns and relationships emerging from the reviewed evidence.

Green Recruitment and Selection and Organizational Performance

Green recruitment and selection became one of the core pillars in defining the sustainability-oriented organizational performance. The results of this paper developed the fact that any organization incorporating environmental values and sustainability expectations at the entry level is better placed to develop a workforce that is aligned with responsible and ethical organizational behavior. Recruitment practices that give emphasis to environmental consciousness, morality, and prolonged accountability have been observed to shape the behavior of employees far beyond the time of employment.

The additional analysis shows that green recruitment helps in the performance of organizations in the sense that it brings about an internal guideline between organizational sustainability and employee values. When employees are hired by environmentally oriented procedures, they are more likely to be responsive to sustainability programs, less opposed to change in an organization, and more devoted to responsible resource utilization. This correspondence proved to help in the environmental performance, besides improving the social outcomes like ethical behaviors and shared responsibility.

Green Training and Development and Organizational Performance

Green training and development were still at the forefront in transferring sustainability intentions into practice deliverables through organizing organizations. The evidence analyzed in this paper has shown that organized training in green increases employee awareness of their environmental responsibility, supports both technical and behavioral skills, and raises the willingness to take part in any of the activities connected with the idea of sustainability. It was discovered that training becomes instrumental in eliminating the policy and practice gap.

The results also demonstrate that green training has a beneficial impact on the performance of the organization in terms of increasing functional efficiency, minimizing unnecessary wastes, and ensuring that organizations adhere to the regulations regarding the environment and safety. Furthermore, the training was also discovered to strengthen social performance in terms of safer work practices, and enhanced collaboration as well as a sense of shared accountability towards sustainability objectives. The results, however, also indicate that the effects of green training also depend on organizational commitment and continuity. The occasional or symbolic training programs were reported to have less impact on the performance outcome.

Green Performance Appraisal and Organizational Performance

Systems of performance appraisal, including environmental and sustainability measures, were identified as significant in strengthening accountability and behavioral congruence. The results suggest that in cases where sustainability expectations are officially incorporated in appraisal procedures, employees will be more inclined to internalize environmental responsibilities as one of the essential job duties, rather than as some kind of non-essential activity. Specifically, the paper demonstrates that green performance appraisal contributes to the performance of organizations by clarifying expectations, influencing behavior, and increasing consistency between organizational policies and employee behavior. Appraisal systems, which included indicators of sustainability that were measurable, were linked to better compliance, increased discipline in utilizing resources, and adherence to organizational standards. Simultaneously, the results demonstrate that the lack of formalization of green appraisal frameworks undermines their performance. In cases where the appraisal systems were not structured to have clear sustainability measures, the environmental responsibility was always informal and selectively applied.

Green Compensation and Rewards and Organizational Performance

Green compensation and reward systems became an effective motivation factor in green human resource management practices. The results show that when organizations reward their employees for environmentally responsible behavior, employees have a greater level of engagement in sustainability efforts. Sustainability-related incentives were observed to be able to match individual motivation to organizational objectives. Besides, the results indicate that the green rewards help in organizational performance by promoting innovation, supporting compliance, and maintaining long-term adherence to the sustainability goals. Financial and non-financial rewards were found to have an effect on behavior when associated with performance expectations and perceived to be fair. The research, however, also discovered that reward systems that are inconsistent or poorly resourced inhibit the potential of green compensation to be motivational.

CONCLUSION

The green compensation and recognition systems became a powerful motivational tool in the green human resource management practice. The results show that the higher the environmentally responsible behavior is identified and rewarded in the organization, the higher the employee engagement with sustainability initiatives. The individual motivation was identified to fit in with the organizational objectives through incentives relating to the sustainability outcomes. Further, the results indicate that green rewards can help to increase organizational performance through innovation, strengthening compliance, and long-term adherence to sustainability goals. Financial as well as non-financial rewards were observed to have an effect on behavior, whereby they were directly related to performance expectations and viewed as equitable. Nevertheless, the research also determined that poor or inconsistent reward systems inhibit the motivational capabilities of green compensation.

RECOMMENDATION

According to the results of this research, the green human resource management practices ought to be explicitly embedded in the core human resource practices at the organizational level instead of considering sustainability as a marginal project. The management must incorporate environmental values in recruitment systems, training processes, performance appraisal systems, and reward systems in order to have sustainability goals always integrated in all employee touch points. Such alignment of practices will enhance the commitment among the employees, the accountability, and the sustainable performance within an organization.

Organizations are also advised to integrate ongoing green training and capacity building to provide employees with the knowledge and skills needed to address changing sustainability needs. Training programs need to be formalized and interconnected with quantifiable performance metrics, so that the idea of environmental responsibility results in a more efficient operational performance, adherence, and social performance. Accountability and behavioral alignment should be reinforced by implementing clear performance measures and well-organized feedback processes.

On the policy side of the debate, regulators and professional organizations need to create more straightforward policies and incentives to encourage organizations to mainstream green human resource management practices. Positive policy frameworks, awareness campaigns, and benchmarking systems would promote adoption and uniformity among organizations. Lastly, future studies must go beyond piecemeal studies and investigate coherent green HR systems and their long-term implications on organizational results in various settings through mixed and longitudinal studies to gain better insights into sustainability-based human resource policies.

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