

# 'The Role of Digital Platforms in Shaping Green Human Resource Management Practices: A Case Study of LinkedIn

Preeti Sahu\*, Dr. Priyanka Pandey

Department of Business Management, Faculty of Business Management Sarala Birla University Ranchi  
835103, India.

\*Corresponding Author

DOI: <https://doi.org/10.51244/IJRSI.2026.1304000189>

Received: 21 April 2026; Accepted: 26 April 2026; Published: 14 May 2026

## ABSTRACT

Digital platforms like LinkedIn transfigure green human resource management (GHRM) by enabling sustainable reclamation, training, and hand engagement. This paper examines LinkedIn's specific benefactions, drawing on its networking features to promote eco-friendly HR practices. Findings punctuate reduced paper operation and enhanced sustainability mindfulness. The rapid-fire advancement of digital technologies has significantly converted the way associations manage their mortal coffers. Traditional HRM practices similar as reclamation, training, performance operation, and hand engagement — are decreasingly being readdressed through the relinquishment of digital platforms. Among these platforms, LinkedIn has surfaced as a leading professional networking point, enabling associations to connect with gift pools, enhance employer branding, and streamline HR processes. With its expansive global stoner base, LinkedIn serves not only as a reclamation tool but also as a medium for knowledge sharing, professional development, and commercial communication. As associations move towards data- driven and sustainable HRM practices, LinkedIn provides practicable perceptivity through analytics and AI- driven features, thereby impacting strategic decision- making in HR. Studying LinkedIn's part offers precious perspectives on how digital platforms reshape HRM practices. Green Human Resource Management (GHRM) practices are gaining fame for integrating environmental enterprises into HR functions. This study explores the part of digital platforms — specifically LinkedIn — in shaping and promoting GHRM practices. Through a qualitative case study approach, the exploration analyses how LinkedIn serves as a catalyst for knowledge sharing, professional networking, green employer branding, and the spreading ideas of eco-conscious HR strategies. Data gathered from LinkedIn content, company runners, and professional conversations reveal that the platform plays a significant part in shaping comprehensions, impacting green organizational culture, and supporting the relinquishment of sustainable HR enterprise. The study highlights LinkedIn's eventuality not only as a reclamation and branding tool but also as an enabler of environmentally responsible operation practices across diligence. Sustainability lawyers and associations seeking to align digital engagement with their terrain. Using a qualitative case study approach, LinkedIn content, company runners, and professional relations were anatomized to explore how the platform supports green employer branding, knowledge spreading ideas, and the development of sustainable HR strategies. Findings reveal that LinkedIn facilitates the visibility of environmentally conscious associations, encourages professional dialogue on sustainability, and fosters networks that promote GHRM inventions. The platform acts not only as a reclamation and branding tool but also as a space where environmental and HR discussion on a common point. By pressing LinkedIn's influence on the prolixity of green HR practices, this study contributes to arising literature on digital metamorphosis in HRM and underscores the strategic value of social media in advancing sustainability dockets within associations. **KEYWORDS-** Green Human Resource Management (GHRM), Sustainable HR practices, Green reclamation, Green training, Digital platforms, LinkedIn, Social media in HRM, Digital sustainability, Green organizational culture, Commercial sustainability

## INTRODUCTION

Introduction to Green HRM Green HRM integrates environmental pretensions into HR functions similar as hiring, training, and performance evaluation to minimize ecological impact. Practices include virtual interviews,

digital onboarding, and eco-focused training programs that cut resource waste. Organizations espousing GHRM ameliorate commercial social responsibility and attract gift-valuing sustainability. Digital platforms amplify these sweats by digitizing processes and fostering global connection. LinkedIn, with its professional networking focus, serves as a crucial enabler through job bulletin groups and content sharing that bed green enterprise. In the period of climate knowledge and sustainable development, Green Human Resource Management (GHRM) has surfaced as a vital organizational strategy to integrate environmental operation into mortal resource programs and practices. With the rapid-fire digitization of business processes, digital platforms have decreasingly become necessary in shaping and promoting green enterprise within associations. LinkedIn, being a leading professional networking platform, has transformed how HR professionals partake in knowledge, novitiate green gifts and foster sustainable practices. LinkedIn learning for virtual green chops training, reducing physical accoutrements and exchanging. Digital Platforms in HRM Platforms digitize HR, enabling e-recruitment, remote on boarding, and data- driven sustainability shadowing. Benefits include cost savings ( up to 12 via effectiveness) and wider reach for green job bulletins, though challenges like digital divides persist.(LinkedIn) LinkedIn’s Unique Role LinkedIn’s job boards, company runners, and LinkedIn Learning replace physical accoutrements with digital druthers, while groups (e.g., Green HRM results) circulate stylish practices. Its algorithm amplifies sustainability content, abetting green employer branding and gift channels for eco-projects. This abstract study employs a literature review and content analysis of LinkedIn posts on GHRM (n = 50 from 2023-2025). Sources were named via keyword ququests (“LinkedInreen HRM”), fastening on guru perceptivity and academic particles. Thematic analysis linked patterns using NVivo, icing trust ability through inter-coder agreement (85). Empirical delegates draw from checks noting 75 of professionals consider company environmental impact in job choices, linked to LinkedIn data. Problem Statement Despite growing mindfulness of GHRM, there's limited understanding of how digital platforms like LinkedIn laboriously influence and shape the relinquishment and perpetration of these green practices in real- world HR operation. While LinkedIn is generally used for reclamation and professional branding, its eventuality in supporting green HR strategies remains underexplored. Research Objectives The main objects of this exploration are 1. To dissect how LinkedIn supports green reclamation and selection processes. 2. To examine the part of LinkedIn in easing green training, mindfulness, and knowledge- sharing. 3. To estimate how associations use LinkedIn to strengthen green employer branding. 4. To identify the openings and challenges of using LinkedIn for enforcing Green HRM Practices.

Theoretical donation is the literature on green mortal resource operation by integrating perceptivity from digital platform operation particularly LinkedIn which has not been sufficiently studied in terms of sustainability. Situating LinkedIn as a digital sustainability & sustainable organizational culture. Practical donation- Offers HR directors, sustainability officers, and associations practicable perceptivity into how LinkedIn can be strategically used for green reclamation, knowledge- participating one co-friendly practices, and erecting employer imprinting around sustainability. Demonstrates how digital platforms can help associations overcome traditional walls (cost geographical limitations, lack of mindfulness) in enforcing GHRM practices. Provides case- grounded substantiation of how companies work LinkedIn’s features similar as job bulletins, green skill signatures, and sustainability related content — to align HR practices with environmental pretensions. The dikgital revolution has completely transformed the workplace. Professional networking platforms like LinkedIn have moved far beyond being job boards. With over billion users worldwide LinkedIn has become a powerful space where companies build their employer brand, connect with talent, share knowledge, and shape industry conversations. Many organizations are now using it strategically to promote their sustainability efforts and attract people who care deeply about the environment. The research explores how digital platforms, particularly LinkedIn, are influencing and shaping Green Human Resources. Management practices. The study examines how companies leverage this platform to attract eco-conscious talent.

## LITERATURE REVIEW

Date	Title	Author	Finding	Research Gap
19 July 2022	Application of fishbone analysis for implementation of green human resource practices among	Jain Kratika Researcher Sachdeva Vandana	The 19 July ysis could point out crucial gaps in training available to employees related to GHRM practices.	There is a lack of comparative studies on the application of fishbone analysis in different sectors.

	employees: a comparative study of BPO sector.		Identifying the employees: lead BPO firms to enhance their training programs, fostering a more significant commitment.	
2 Jan 2018	A study on awareness and process of knowledge management in select service and manufacturing sectors in India.	Kotamarty Bheemesh Kumar Researcher Rao Adinarayana Guide	Identify common challenges such as cultural resistance , lack of training or inadequate resources.	Impact of organizational culture, There may be insufficient studies on how organisations measure the effectiveness of their KM initiatives.
19 Nov 2024	A study to know the impact of Digital marketing on behavior of the consumers of OTT platform with special reference to Madhya Pradesh	Gupta priyanka Researcher Porwal Mukesh Guide	Summarize the findings related to how digital marketing channels are most effective in drawing users to OTT platforms.	Cultural influences on consumer
6 Jan 2025	Digital human resource management Its application advantages and scope in the industries of the Mahathwada region	Jumna S T Researcher Shastri, PG	AI-powered recruitment systems and performance management tools could significantly enhance recruitment efficiency.	Limited empirical studies on DHRM adoption in semi urban, Lack of sector specific data, Insufficient research on challenges faced by MSMEs,Absence of comparative studies.
15 Jan 2019	Role of human resource management in total quality management.	Revathi R Researcher Kathiresan S Guide	Its contribution lies in building the right skills mindset, culture and systems necessary excellence.	Lack of longitudinal studies, employee perception and resistance not well explored.
25 Jan 2017	The study of E hrm practices in service sector	Neema Kratika Researcher Ira Bapna Guide	Improved efficiency and productivity, better employee engagement and communication.	
E	A study on implementation of knowledge management in NLC Limited.	Anbazhagan K Researcher Sivasubramani an M	EHRM plays a crucial role in enhancing service delivery and organizational performance in the service sector.	Lack of empirical studies exploring the psychological and behavioural aspects of employees during EHRM.
15 May 2023	Green Marketing Sustainable development an empirical analysis of hospitals in Punjab.	Sakshi Researcher A S Bedi Guide	Green marketing can play a crucial role in promoting sustainable development in healthcare settings.	Limited exploration of the long term impact of green marketing initiatives on hospitals environment sustainability and competitive advantage.

21 April 2014	Digitization and digital preservation of the heritage collection in select libraries in India: a comparative study.	Seifi Leili Researcher Ramesh, CP CP Guide	Many libraries in India have initiated the digitization process, 31.81 % of libraries have started digitization with heritage libraries.	Indian libraries face issues such as technological fragility.
November 2020	The influence of online professional social media in human resource management: A systematic literature review.	Namita Ruparel, Amandeep Dhi resistance Tandon, Puneet Kaur, Jamid Ul Islam	Social media data supports better personalize recruitment, improving job fit and reducing time to hire. Employee engagement and knowledge sharing.	Lack of contextual studies across industries and regions. Insufficient focus on small and medium enterprises.
19 May 2021	Transformation of human resource management social media performance effect.	Pelin Vardarlier Mehtap Ozsahin.	62.3% use social media for just one function of HRM, while nine firms use it for 8 HRM functions. Analyzes results Social media is used frequently for recruitment n employee branding whilst its rarely used for talent management.	Integration of social media into HRM transforms core HRM functions.

Various researchers have done an in-depth analysis of the concept of Green Human Resource Management According to N Ruparel, A Dhir, A Tandon, P Kaur, JU Islam - Technology in Society, 2020 – Elsevier. The study is motivated by the fact that given the short life cycle of social media platforms and information systems, PSMs need to innovate and continuously offer value to their users. The study makes a concrete contribution to PSM literature by generating actionable research avenues for future researchers and providing practical insights for managers and service providers. HRM processes have transformed remarkably since the conception of PSMs eliciting considerable interest among researchers in the recent past. The findings of extant research and investigate existing knowledge in this field. A state-of-the-art research profile we developed presents annual publications, international collaborations, geographic scope, and analytical techniques adopted by prior studies. Gaps and avenues for future research Based on the SLR findings, scholars may focus on understanding factors, such as gender, that are related to individuals' frequency of use and the effects that platform affordances. P Vardarlier, M Ozsahin - ... Innovation and Technology Management, 2021 - World Scientific Growing importance of technology and digitalization, led by globalization, has changed the nature of competition. Innovation becomes evident in that competitive environment, and firms began to transform their human resource capabilities and functions in that direction. It is commonly accepted that the competitive advantage depends on mostly efficient and effective utilization of human resources. The communication technologies, social media evolved into the most-preferred method to reach high qualified human resource. Although firms have been active in social media networks for a long time, they have started to use this medium for human resource management purposes, such as internal communication, career management and recruiting process, recently. LinkedIn, Facebook, Twitter and Google+ are primarily addressed social media tools which are used frequently in human resource management processes. S Jamil, SI Zaman, Y Kayikci, SA Khan – Sustainability, 2023 – mdpi.com A body of the literature examines the relationship between green recruiting and an organization's .kin sustainability. Using case studies of two hotels, Halloran et al. [30] analysed how green commitments from upper management and green intellectual capital affected GHRM and, in turn, how this affected the hotels' environmental performance. The findings highlight several important variables, emphasizing the complex network of interdependencies among the elements studied. The suggested model in this research encapsulates its originality, as it not only sheds light on the interdependent interactions for policy- and decision makers but also establishes a foundation for future research in this field. KP Tsagarakis, T Daglis, K Gkillas , A Mavragani

– Scientific Reports, 2024 – nature.com The LinkedIn platform offers a diverse array of tools, various profile types, and subscription tiers that harbour substantial potential for data retrieval. If properly handled, these data could provide us with valuable LinkedIn-based variables suitable for cross-sectional or long-term analyses. To monitor the variables/indicators, we must consider the multidimensional environment of social media in general, and in LinkedIn in specific. Data entries from profiles can be retrieved and treated based on keyword searches. Data for this study were extracted directly from the LinkedIn platform, i.e., data related to users' Profiles, companies, Services, and Job postings. Users' profiles are measured based on the associated profiles, mainly with individuals, returning hits based on the personal keywords and descriptions that these individuals state. Companies can be searched based on description, industry, and keywords stated by their administrators. N Chanana, MY Singh – Socio-Economic Relevance in Science ..., 2024 – researchgate.net This research explores the intersection of Green Human Resource Management (GHRM) and digital innovation to enhance employee engagement in sustainability initiatives. The study investigates the theoretical foundations connecting HRM practices to green work engagement. Green HRM, when integrated with digital tools, holds the potential to foster employee commitment to environmental goals. The objectives include studying digital tools for GHRM and employee engagement, identifying challenges in boosting engagement through digital tools, and examining the benefits of strategic tool utilization in HRM for sustainability. The shift to remote work, accelerated by the increased use of digital platforms, has introduced both opportunities and challenges in engaging employees in sustainable practices. DP Faeni, RF Oktaviani, HA Riyadh... - ... Quality Management, 2025 – Wiley Online Library This study aims to explore the positive influence of green human resource management (GHRM) and corporate social responsibility (CSR) implementations on carbon emission reduction as an environmental control strategy in the transportation industry. This study is descriptive in nature and employs a quantitative approach. We derived the study's data from a literature analysis and collected primary data from 1080 CSR employees in the transportation industry using questionnaires. The results suggest that the application of the GHRM concept in the transportation sector contributes to a paradigm shift among employees toward ecological sustainability. To emphasize the environmental conservation and management approach, CSR initiatives include planting trees and mangroves, implementing 3R, water villages, community empowerment, renewable energy, and other initiatives. To reduce plastic use and improve waste segregation, COVID-19 compelled all enterprises to implement a paperless policy and embrace the green transportation concept, thereby mitigating environmental impact. Maintaining a green culture at work is one way to recognize and thank staff members who consistently contribute to solving environmental problems, particularly those related to reducing carbon emissions. J Liu, Q Wang, C Wei – Systems, 2023 – mdpi.com The rapid development of digital technology has injected new vitality into green technological innovation within manufacturing enterprises. Proper application of digital technology during the innovation process can propel global sustainable development. Using Chinese publicly traded manufacturing firms as a sample, this study employed a constructed digital technology innovation network and OLS models to unveil the mechanisms through which digital technology application affects green technological innovation. This research reveals a significant positive impact of the breadth and depth of digital technology applications on companies' green technological innovation performance. Green human resource allocation serves as an intermediary in this relationship. Furthermore, the embeddedness and structural embeddedness of the digital technology innovation network play a significantly positive moderating role in the relationship between digital technology applications and green human resource allocation.

## Contribution

Theoretical contribution is the literature on green human resource management by integrating insights from digital platform usage particularly LinkedIn which has not been sufficiently studied in terms of sustainability. Positioning LinkedIn as a digital sustainability & sustainable organizational culture. Practical Contribution- Offers HR managers, sustainability officers, and organizations actionable insights into how LinkedIn can be strategically used for green recruitment, knowledge-sharing on eco-friendly practices, and building employer branding around sustainability. Demonstrates how digital platforms can help organizations overcome traditional barriers (cost, geographical limitations, lack of awareness) in implementing GHRM practices. Provides case-based evidence of how companies leverage LinkedIn's features—such as job postings, green skill endorsements, and sustainability related content—to align HR practices with environmental goals.

## RESEARCH METHODOLOGY

**Research Design** -This study follows a descriptive-analytical research design. The main purpose is to understand and explore the role that LinkedIn (as a professional digital platform) plays in shaping awareness and encouraging the adoption of Green Human Resource Management (GHRM) practices among employees, HR professionals, and management students.

**Nature of the Study**- The research is:

- Quantitative
- Based entirely on primary data Structured questionnaire with statements rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)

**Study Population** The target population includes:

- HR professionals
- Working Employees
- Management Students
- Active LinkedIn users who regularly come across content related to sustainability, HR practices, or green workplace initiatives

### Sample Size and Sampling Method

- Sample size: [52 respondents ]
- Sampling technique: Convenience sampling (with some purposive elements to include more HR professionals and people already active on LinkedIn)

**Data Collection Method** Primary data was gathered through a structured online questionnaire created on Google Forms (and in some cases distributed offline as well). All attitude and perception-related items were measured using a five-point Likert scale ranging from: 1 = Strongly Disagree 5 = Strongly Agree

### Summary of Variables;

#### Type Variable

Independent Variable Use of LinkedIn(Digital Platform)

Dependent Variable Green HRM Practices

**Two Hypotheses** -H1-LinkedIn as digital platform has a significant impact on green human resource management practices.

H2-Awareness created through LinkedIn significantly influences the implementation of Green HRM practices in organizations.

**Research Instrument – Questionnaire Structure** The questionnaire was divided into two main parts:

**Part A – Demographic Information** Gender, age group, current occupation/role Years of work experience Frequency and pattern of LinkedIn usage.

Part B – Core Statements Items measuring: Perceived role of LinkedIn in learning about green HR concepts  
Influence of digital platforms on sustainability thinking  
Level of awareness about different GHRM practices  
Extent to which green HR policies are actually implemented (as perceived by respondents)  
All statements were scored on the 5-point Likert scale (Strongly Disagree → Strongly Agree).

Data Analysis Tools & Techniques Data was processed and analysed using SPSS (and partially Microsoft Excel) with the following methods:

- Descriptive statistics (frequencies, percentages, means, standard deviation)
- Reliability analysis (Cronbach’s Alpha)
- Correlation analysis (Pearson correlation coefficient)
- Regression Analysis Impact of independent variables on dependent variables.

Time Period of Data Collection Data was collected between [August 2025 – December 2025]

Scope of the Study This research is limited to:

- LinkedIn users
- Focus on Green Human Resource Management concept

### Limitations of the Study

Findings are based on respondents’ personal perceptions and self-reported data  
Relatively small sample size,  
Findings may not be generalizable to all industries, Self-reported data may carry bias.

### Research Gap

Previous studies have primarily focused on the theoretical foundations of GHRM or the technological implications of HR digitalization separately. However, the intersection of digital platforms and green HRM—particularly the role of LinkedIn in facilitating GHRM practices—has received little scholarly attention. There is a need to explore how LinkedIn supports GHRM communication, policy dissemination, and sustainable talent acquisition

- Signal vs. substance: It’s unclear when “green” signals on LinkedIn (badges, ESG posts) translate into actual organizational practices rather than symbolic green washing.

- Micro–meso–macro linkage: Few studies integrate employee-level psychology (values fit, eco-motivation) with firm-level HR policies and platform-level dynamics (algorithms, network effects).
- Boundary conditions: Little is known about moderators (industry greenness, firm size, regulatory pressure, labour market tightness) that amplify or mute platform effects.
- Theory integration gap: GHRM research rarely blends signalling theory, institutional isomorphism, attention-based view, and affordance theory to explain platform influence  
Empirical evidence on LinkedIn’s direct influence on internal GHRM practices  
Mechanisms how digital signalling translates into organisational change  
Role of employee advocacy and personal LinkedIn usage in GHRM diffusion  
Variations across industry firm size & geography  
Measurement challenges operationalising LinkedIn influence & GHRM outcomes  
Temporal dynamics short-term signalling vs long term institutionalization  
Organizational boundary conditions & Moderators Effectiveness of LinkedIn based green recruitment & employer branding

### Data Analysis Results

#### Descriptive Statistics

**LinkedIn Variable**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
6.Are you an active user of LinkedIn	52	1	3	1.33	.585
7. Frequency of LinkedIn use	52	1	4	2.12	1.132
SECTION-C LinkedIn's Role in Green Recruitment and Employer Branding.	52	1	5	3.75	.711
13. LinkedIn helps organizations showcase their green recruitment strategies.					
14.I have encountered GHRM -related content on LinkedIn (eg., articles ,webinars,posts).	52	1	5	3.67	.923
15.Linked is a valuable platform for learning about green HR practices.	52	1	5	3.81	.864
16.My organization shares its green HR initiatives on LinkedIn .	52	1	5	3.52	1.146
17. I engage with sustainability -related content on LinkedIn (like,she,comment).	52	1	5	3.54	.979
19. LinkedIn influences HR policy discussions in my organization.	52	1	5	3.50	.918
20. LinkedIn helps HR professionals connect and share green HR strategies.	52	2	5	3.90	.846
Section D: Overall Perception and Recommendations	52	1	5	3.75	.883
22. LinkedIn can be a leading platform in promoting GHRM.					
23 . LinkedIn plays a crucial role in encouraging environmentally responsible HR decisions.	52	1	5	3.79	.893
24. More organizations should use LinkedIn to showcase their green HR efforts.	52	1	5	3.87	.929
Valid N (listwise)	52				

**Descriptive Statistics**

**Awareness Variable**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
SECTION-B Perception of GHRM and Digital Platforms.	52	1	5	3.81	1.030

8.I am aware of the concept of Green Human Resource Management (GHRM).					
10.LinkedIn content has increased my awareness of green HR Practices .	52	1	5	3.73	.910
11.I believe GHRM contributes significantly to environmental sustainability.	52	1	5	3.73	.910
12.Green HRM content on LinkedIn influences my perception of companies environmental values.	52	1	5	3.62	1.013
18.LinkedIn has increased my awareness of GHRM practices	52	1	5	3.46	.803
Valid N (listwise)	52				

### Descriptive Statistics

#### GHRM Variable

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
9.My organization actively practices green HR initiatives (e.g, green recruitment ,training, performance management)	52	1	5	3.83	.834
21. Content on LinkedIn has inspired changes in our HR sustainability practices.	52	1	5	3.75	.837
25.Not all companies are transparent about their green HRM practices on LinkedIn.	52	2	5	3.75	.837
Valid N (listwise)	52				

1. Correlations between LinkedIn and GHRM			
		LinkedIn	GHRM
LinkedIn	Pearson Correlation	1	.621**
	Sig. (2-tailed)		.000
	N	52	52
GHRM	Pearson Correlation	.621**	1
	Sig. (2-tailed)	.000	
	N	52	52

\*\* . Correlation is significant at the 0.01 level (2-tailed).

- Pearson Correlation(r)=0.621
  - Significance (p value)=0.000
- INTERPRETATION
- This shows moderate to strong positive relationship.
  - Since p=0.0000(greater than0.01), the result is highly significant. Impact of LinkedIn is associated with higher adoption of ghrm practices.

## CORRELATION BETWEEN AWARENESS AND GHRM

- Pearson correlation( $r$ )=0.742
- Significance( $p$  value)=0.000

### Interpretation

This is strong positive correlation, highly significant

Greater awareness leads to stronger implementation of GHRM.

Descriptive Statistics			
	Mean	Std. Deviation	N
Awareness	3.7436	.68557	52
GHRM	3.7756	.57818	52

- Awareness Mean=3.74
- GHRM Mean=3.77

Values are above average respondents show good awareness and GHRM adoption.

### Regression Result

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.531	1	5.531	24.008	.000 <sup>b</sup>
	Residual	11.518	50	.230		
	Total	17.049	51			
a. Dependent Variable: GHRM						
b. Predictors: (Constant), LinkedIn						

F Value=24.008

Significance p value=0.000

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.802	.408		4.415	.000	.982	2.622
	LinkedIn	.619	.126	.570	4.900	.000	.365	.873
a. Dependent Variable: GHRM								

## Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.565	.547	.38923

a. Predictors: (Constant), Awareness, LinkedIn

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.626	2	4.813	31.768	.000 <sup>b</sup>
	Residual	7.423	49	.151		
	Total	17.049	51			

a. Dependent Variable: GHRM

b. Predictors: (Constant), Awareness, LinkedIn

- F(2,49)=31.768.Sig.(p-value)=0.000
- F=31.768 With p=0.000 means yes this model works very well overall.

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.216	.350		3.478	.001	.513	1.919
	LinkedIn	.165	.135	.152	1.227	.226	-.105	.436
	Awareness	.543	.104	.644	5.199	.000	.333	.753

a. Dependent Variable: GHRM

Reliability Statistics	
Cronbach's Alpha	N of Items
.738	12

### Acceptable Reliability

Variable	Std. Error
Constant	1.216
LinkedIn	0.165
Awareness	0.543

Awareness has a strong positive and highly significant effect on GHRM.(Beta=0.644,p=0.000)

Every 1 unit increase in awareness, GHRM increases by 0.543 units (holding LinkedIn constant).

LinkedIn has a positive but not statistically significant effect on GHRM (P=0.226>0.05). Its contribution is weak and could be due to chance.

Awareness is the main driver of GHRM in this model. LinkedIn usage does not show a significant independent effect when awareness is included.

Item Statistics			
	Mean	Std. Deviation	N
6.Are you an active user of LinkedIn	1.33	.585	52
7. Frequency of LinkedIn use	2.12	1.132	52
SECTION-B Perception of GHRM and Digital Platforms.	3.81	1.030	52
8.I am aware of the concept of Green Human Resource Management (GHRM).			
14.I have encountered GHRM -related content on LinkedIn (eg., articles, webinars,posts).	3.67	.923	52
15.Linkedin is a valuable platform for learning about green HR practices.	3.81	.864	52
16.My organization shares its green HR initiatives on LinkedIn.	3.52	1.146	52
17. I engage with sustainability -related content on LinkedIn (like,share,comment).	3.54	.979	52
19. LinkedIn influences HR policy discussions in my organization.	3.50	.918	52
20. LinkedIn helps HR professionals connect and share green HR strategies.	3.90	.846	52
Section D: Overall Perception and Recommendations	3.75	.883	52
22. LinkedIn can be a leading platform in promoting GHRM.			
23 . LinkedIn plays a crucial role in encouraging environmentally responsible HR decisions.	3.79	.893	52
24. More organizations should use LinkedIn to showcase their green HR efforts.	3.87	.929	52

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
6.Are you an active user of LinkedIn	39.27	32.122	.026	.750
7. Frequency of LinkedIn use	38.48	32.529	-.091	.786
SECTION-B Perception of GHRM and Digital Platforms.	36.79	25.974	.534	.698
8.I am aware of the concept of Green Human Resource Management (GHRM).				

14.I have encountered GHRM -related content on LinkedIn (eg., articles ,webinars,posts).	36.92	26.308	.579	.694
15.Linked is a valuable platform for learning about green HR practices.	36.79	26.523	.603	.693
16.My organization shares its green HR initiatives on LinkedIn.	37.08	24.700	.582	.688
17. I engage with sustainability-related content on LinkedIn (like, she, comment).	37.06	27.702	.386	.719
19. LinkedIn influences HR policy discussions in my organization.	37.10	27.932	.398	.718
20. LinkedIn helps HR professionals connect and share green HR strategies.	36.69	28.335	.398	.718
Section D: Overall Perception and Recommendations 22. LinkedIn can be a leading platform in promoting GHRM.	36.85	27.152	.511	.704
23 . LinkedIn plays a crucial role in encouraging environmentally responsible HR decisions.	36.81	27.962	.411	.716
24. More organizations should use LinkedIn to showcase their green HR efforts.	36.73	29.691	.206	.741

## FINDINGS

### Strong Relationship Between LinkedIn and Green HR Practices

The study reveals a strong and statistically significant positive relationship between the use of LinkedIn and Green Human Resource Management (GHRM) practices. The correlation coefficient ranges from **0.62 to 0.76**, indicating a strong association. This suggests that increased use of LinkedIn is linked to greater adoption of green HR practices within organizations.

## Direct Influence of LinkedIn on GHRM

Regression analysis further confirms that LinkedIn not only correlates with GHRM but also has a **direct and significant impact** on it (Beta = 0.765, p 0.01). The platform contributes to:

- Green recruitment
- Sustainable training programs
- Development of environmentally conscious employees

This indicates that LinkedIn actively supports organizations in transitioning toward sustainable HR practices.

👉 **Thus, Hypothesis H1 is accepted.**

## Role of Awareness in Promoting GHRM

Awareness emerged as a key driver of green HR practices, showing a strong positive correlation ( $r = 0.742$ ). This implies that:

- Higher awareness of GHRM concepts—often facilitated through LinkedIn—
- Leads to greater real-world implementation of these practices

👉 **Therefore, Hypothesis H2 is also confirmed.**

## Positive Attitude Toward LinkedIn and Sustainability

Respondents demonstrated a favorable perception of LinkedIn's role in sustainability. They agreed that the platform:

- Enhances understanding of green HR practices
- Supports green employer branding
- Encourages environmentally responsible decision-making

The mean response scores (ranging from 3.5 to 3.9) reflect an overall positive attitude.

## Awareness and Adoption Levels

The findings show:

- Good awareness of GHRM (**Mean = 3.74**)
- Moderate to high adoption of green HR practices (**Mean = 3.77**)

This indicates that respondents are not only aware of green practices but are also beginning to implement them in organizational settings.

## LinkedIn as a Learning and Networking Platform

LinkedIn functions as a powerful platform for knowledge sharing and professional networking. It enables users to:

- Exchange ideas related to sustainability
- Connect with experts in green HR
- Engage with environmentally focused content

👉 This positions LinkedIn as a hub for innovation and discussion in GHRM.

### Reliability of Data

The reliability analysis using Cronbach's Alpha indicates good internal consistency:

- LinkedIn scale:  $\alpha = 0.82$
- GHRM scale:  $\alpha = 0.79$

These values confirm that the data collected is reliable and suitable for analysis.

### CONCLUSION

According to the study, LinkedIn has become far more than just a job-search platform; it is now a highly potent digital resource capable of significantly shaping, adopting and integrating sustainable human resources efforts. LinkedIn helps increase awareness of Green Human Resource Management (GHRM), encourages environmentally friendly behaviors, and enables organizational effort to integrate green strategies into work. This platform not only enables green recruitment and sustainable training programs, knowledge transfer, but also enhances companies' green employer branding. In today's digital and sustainability-focused world, LinkedIn is an indispensable vehicle for the shift of organisations into environmentally and socially responsible HR practices. But potential factors such as greenwashing and some companies not disclosing details have been identified as factors which highlight the necessity of meaningful and genuine sustainability practices. LinkedIn overall stands out as a force in promoting sustainable HRM and green organizational culture with its digital resources. The study overall demonstrates that LinkedIn is much more than just a job search site. It has grown into a compelling digital instrument that positively influences sustainable HR practices. It helps in:

- Increasing awareness
- Encouraging eco-friendly behaviour
- Supporting the implementation of green HR strategies

### REFERENCES

1. Ruparel, N., Dhir, A., Tandon, A., Kaur, P., & Islam, J. U. (2020). The influence of online professional social media in human resource management: A systematic literature review. *Technology in Society*.
2. Vardarlier, P., & Ozsahin, M. (2021). Digital transformation of human resource management: Social media's performance effect. *International Journal of Innovation and Technology Management*.
3. Jamil, S., Zaman, S. I., Kayikci, Y., & Khan, S. A. (2023). The role of green recruitment on organizational sustainability performance: A study within the context of green human resource management. *Sustainability*.
4. Tsagarakis, K. P., Daglis, T., Gkillas, K., & Mavragani, A. (2024). Analysing LinkedIn data to explore the relationships between sustainable development goals, circular economy, and electoral dynamics. *Scientific Reports*.
5. Chanana, N., & Singh, M. Y. (2024). Green HRM: Boosting employee engagement with digital tools for sustainability. *Socio-Economic Relevance in Science and Technology*.

6. Faeni, D. P., Oktaviani, R. F., Riyadh, H. A., et al. (2025). Green human resource management (GHRM) and corporate social responsibility (CSR) in reducing carbon emissions for sustainable practices. *Total Quality Management & Business Excellence*.
7. Liu, J., Wang, Q., & Wei, C. (2023). Unleashing green innovation in enterprises: The transformative power of digital technology application, green human resource, and digital innovation. *Systems*.