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Bridging Green Human Resource Management and Digital Capability Through Organizational Learning: A Resource-Based View Perspective for Sustainable Organizational Performance

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ABSTRACT

The integration of environmental sustainability and digital transformation has become a strategic imperative for organizations seeking long-term competitiveness. Yet, many firms struggle to align *Green Human Resource Management (GHRM)* **and** *Digital HR Capability (DHRC)***,** resulting in fragmented HR practices and inconsistent sustainability outcomes. Grounded in the *Resource-Based View (RBV)***,** *Dynamic Capability Theory (DCT)*, and *Knowledge-Based View (KBV)***,** this study conceptualizes GHRM and DHRC as complementary strategic resources that enhance ***Sustainable** Organizational Performance (SOP)* through the mediating role of *Organizational Learning Capability (OLC)***.** Data were obtained from 205 HR managers representing Indonesia's manufacturing, energy, and service sectors. The analysis employed a hybrid *Partial Least Squares Structural Equation Modeling (PLS-SEM)* and *Artificial Neural Network (ANN)* approach. Results reveal that both GHRM and DHRC significantly influence SOP, directly and indirectly via OLC. The ANN model confirms a non-linear predictive accuracy of 89.2%, validating the robustness of the proposed hybrid framework. Theoretically, this study advances RBV by integrating environmental and digital HR capabilities as dual levers for sustainable competitiveness. Methodologically, it contributes to HRM scholarship by bridging predictive and explanatory paradigms within the context of sustainable digital transformation.

Keywords: Green HRM, Digital HR Capability, Organizational Learning, Resource-Based View, Sustainable Performance, PLS-SEM, ANN

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PENDAHULUAN

In the contemporary era of rapid technological transformation and global environmental challenges, organizations are increasingly pressured to adopt sustainable business practices while maintaining competitiveness. The concept of *Green Human Resource Management* (GHRM) has emerged as a strategic approach that integrates environmental management principles into human resource functions. Through policies such as green recruitment, green training, and performance appraisal linked to sustainability goals, GHRM seeks to align employee behavior with the broader objectives of environmental protection. At the same time, the digital revolution has reshaped the operational landscape, requiring firms to develop *digital capabilities* that support innovation, agility, and efficient resource utilization. In the context of *emerging economies*, where environmental pressure and digital disruption coexist, HRM must be viewed not as an administrative function but as a strategic resource integrator. Drawing on Resource-Based View (RBV), this study conceptualizes *Green HRM* and *Digital HR Capability* as complementary strategic resources, whose effectiveness is realized through *Organizational Learning Capability (OLC)* — a *dynamic capability* enabling adaptation and renewal (Teece, 2007). The dual challenge of environmental sustainability and digital transformation defines the strategic landscape of

contemporary organizations. Human Resource Management (HRM) stands at the intersection of these paradigms, shaping how firms attract, develop, and retain talent capable of driving sustainable innovation (Renwick et al., 2013). Employee engagement is a crucial factor in maintaining the continuity of organizational operations. The most effective strategies for increasing employee engagement are providing mental health support and building resilience. Furthermore, competency development, empathy for employees, and setting clear expectations also contribute to better work engagement (Andrlić et al., 2023). According to the economic theory of the firm, the primary focus is on predicting the behavior of firms in external markets. Specifically, neoclassical economic theory emphasizes the use of partial equilibrium analysis to explain how firms make purchasing decisions in input markets and supply decisions in output markets (Grant, 1996). Green Human Resource Management (GHRM) enhances green innovation across diverse sectors and economies, providing a robust foundation for future research and strategy in sustainability-driven human capital development (Bindeeba et al., 2025). GHRM and SOM positively influence sustainability outcomes, while digital transformation (DT) strengthens the GHRM effect but weakens the SOM-sustainability link, revealing functional asymmetry in digital readiness. It highlights the need for synchronized HR, operations, and digital strategies to prevent implementation misalignment and advances socio-technical systems theory by emphasizing the triadic relationship between people, processes, and technology (Setyadi et al., 2025). The synergistic implementation of Green Human Resource Management (GHRM) and Sustainable Operations Management (SOM) can improve organizational well-being. However, the role of Digital Transformation (DT) is ambivalent—strengthening the influence of GHRM but increasing the relationship between SOM and desire, indicating a functional asymmetry in digital readiness (Lawter & Garnjost, 2025). The key empirical factors that determine a firm's resource potential—value, rareness, imitability, and substitutability—are discussed in depth. The model is then applied to analyze various firm resources that have the potential to generate sustainable competitive advantage (Barney, 1991). The value of the breadth of the stay experience with the magnitude of the transition rate does not decrease linearly over time. This study contributes to the understanding of changes in the value of corporate experiences as well as the dynamics of generational technological change in industry evolution (Ozalp et al., 2023). Workplace learning proved to be a strong mediator, while sector affiliation acted as a significant moderator in the relationship between workforce enhancement and digital service outcomes, the importance of instilling a continuous learning mindset and behavior as an organizational capability, not just a technical aspect (Starke & Ludviga, 2025). Six relevant approaches for the analysis of Sustainable Human Resource Management and Organizational Performance: Resource-Based View, Dynamic Capabilities View, Knowledge-Based View, Behavioral Theory, Human Relations Theory, and Cooperative Systems and Ambidextrous Organizations. They are complementary approaches. They can all be applied to the analysis of a specific resource or capability for sustainable human resource management (HRM) and, consequently, organizational performance. However, the contributions made by the Resource-Based View and the new approach of Ambidextrous Organizations seem to be the most comprehensive approaches for studying sustainable HRM from an internal perspective of firms that allows the long-term development of their organizational and society performance (Muñoz-Pascual & Galende, 2020). The study investigated the relationship between GHRM policies and university environmental performance. Furthermore, technological compensation and resistance to change were identified as moderating variables that strengthen or weaken the relationship. The results of this study not only provide theoretical contributions to the literature on GHRM and change management but also offer practical insights for policymakers in higher education institutions, particularly in the context of green transformation in Saudi Arabia (Rehman et al., 2025). Despite widespread adoption of green practices and digital tools, organizations often implement them in isolation. Green HR initiatives focus on ecological responsibility, while digital HR initiatives target operational efficiency. This fragmentation limits synergy and prevents sustainable organizational outcomes (Yuliza & Musa, 2025). In the context of *emerging economies*, where environmental pressure and digital disruption coexist, HRM must be viewed not as an administrative function but as a strategic resource integrator. Drawing on Resource-Based View (RBV), this study conceptualizes *Green HRM* and *Digital HR Capability* as complementary strategic resources, whose effectiveness is realized through *Organizational Learning Capability (OLC)* — a *dynamic capability* enabling

adaptation and renewal (Teece, 2007). The Resource-Based View (RBV) Theory explains the importance of VRIN/O resources and characteristics for achieving the sustainable competitive advantage. The purpose of this SLR is to analyze the role of RBV in the process of achieving SCA, especially in the supply chain and customer information field, as well as the role of RBV in previous research and for independent startup companies. This Systematic Literature Review (SLR) was created based on previous research that was collected and analyzed to obtain facts that support the current research findings (Mailani et al., 2024). Quantitative findings revealed that DTU has positive implications for DTS, OA, and FP. Empirical studies prove that DTS and OA also have a positive impact on FP. The current empirical research concludes that the increase in digital technology usage further develops digital transformation strategy, organizational agility, and firm performance. Improvements in digital transformation strategy or organizational agility can improve firm performance. Policy implications open up space for managerial actors to prioritize more complex ideas, solutions, and alternatives in strengthening mastery of the technology (Hermanto et al., 2024). Employee voice may have positive outcomes for organizations, however, encouraging employees to speak out is not guaranteed unless the organization signals that it is safe and effective for employees to do so. In this conceptual paper, we identify core variables that constitute the norms for voice created in organizations across national cultures (Kwon & Farndale, 2020). Technology environment and market environment have positive moderation effect between resource integration capability and organizational performance of human resource service enterprises, as well as have positive moderation effect between resource reconfiguration capability and organizational performance of human resource service enterprises. The current study contributes to a better understand the impact mechanism of organizational learning on organizational performance from the perspective of organizational learning theory and dynamic capability theory. In addition, this study provides implications for human resource service enterprises and managers to improve organizational performance (Chen & Zheng, 2022). Contribution to the literature, especially in the field of organizational behavior by emphasizing the role of GHRM practice to stimulate innovative work behavior of employees. It also provides practical implications for organizations to adopt environmentally friendly business practices as an effort to improve their positive outcomes of the employees (Yunaningsih et al., 2024). Globalization and business dynamics, business transformation is crucial for construction services companies. The Resource-Based View (RBV) approach emphasizes the importance of internal resources and capabilities such as technical skills, managerial skills, innovation, and rapid adaptation to changes. The implementation of technologies such as BIM, IoT, and AI is key to enhancing efficiency and expanding interactions with customers (Wibisono & Supoyo, 2023).

Hence, this study seeks to answer:

How can Green HRM and Digital HR Capability jointly enhance Sustainable Organizational Performance through Organizational Learning?

This paper makes three contributions:

1. Theoretically extends RBV by integrating environmental and digital capabilities within HRM.
2. Methodologically introduces a *hybrid PLS-SEM and ANN* model to validate both linear and non-linear relationships.
3. Empirically contributes evidence from the Indonesian context — an underrepresented, fast-emerging economy (O'Donohue & Torugsa, 2016).

2. Theoretical Background

2.1 Resource-Based View (RBV)

The RBV posits that firm-specific resources—tangible or intangible—constitute sources of sustained competitive advantage if they are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Human resources, when aligned with environmental and technological objectives, represent such strategic assets.

2.2 Green Human Resource Management (GHRM)

GHRM integrates environmental sustainability into HR practices—recruitment, training, appraisal, and reward systems (Renwick et al., 2013). It promotes *eco-conscious behaviors* and fosters employee alignment with sustainability goals. Prior studies confirm that GHRM enhances environmental performance and corporate reputation (O'Donohue & Torugsa, 2016).

2.3 Digital HR Capability (DHRC)

DHRC refers to the organization's ability to deploy digital technologies such as analytics, artificial intelligence (AI), and cloud HRIS to manage human capital (Parry & Battista, 2019). It enhances strategic agility and supports data-driven HR decision-making (Bondarouk et al., 2017).

2.4 Organizational Learning Capability (OLC)

OLC denotes an organization's capacity to acquire, distribute, and apply knowledge for continuous improvement (Jerez-Gomez et al., 2005). As a *dynamic capability*, OLC transforms static resources (GHRM, DHRC) into sustainable outcomes by facilitating adaptation and innovation.

2.5 Sustainable Organizational Performance (SOP)

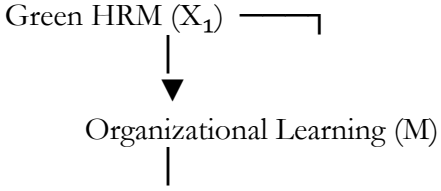
SOP encompasses the *triple bottom line* — economic, social, and environmental performance . It represents a firm's ability to maintain competitiveness while minimizing ecological and social footprints.

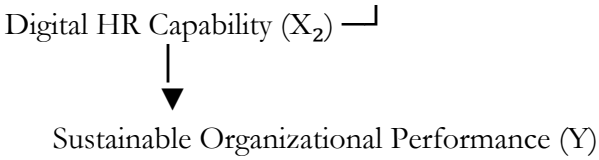
3. Hypotheses Development

H1: Green HRM positively affects Sustainable Organizational Performance.
H2: Digital HR Capability positively affects Sustainable Organizational Performance.
H3: Green HRM positively affects Organizational Learning Capability.
H4: Digital HR Capability positively affects Organizational Learning Capability.
H5: Organizational Learning Capability positively affects Sustainable Organizational Performance.
H6: Organizational Learning Capability mediates the relationships between (a) GHRM and SOP, and (b) DHRC and SOP.

4. Conceptual Framework

Figure 1. Proposed Research Model





5. Methodology

5.1 Research Design

A *quantitative, cross-sectional* research design was used. Data were analyzed through a *two-stage hybrid approach:*

1. *PLS-SEM* (to test causal paths and mediation effects), and
2. *ANN* (to validate non-linear predictive power).

5.2 Sample and Data Collection

Participants included *205 HR managers and senior officers* from manufacturing, energy, and service sectors in Indonesia. Stratified purposive sampling ensured representativeness across industries. A total of 290 questionnaires were distributed; 205 were valid (70.7% response rate).

5.3 Measurement Instruments

All items employed a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree):

a. **GHRM** – 5 items (Renwick et al., 2013)
b. **DHRC** – 5 items (Parry & Battista, 2019)
c. **OLC** – 5 items (Jerez-Gomez et al., 2005)
d. **SOP** – 5 items (Elkington, 1997; Nawaz & Koç, 2019)

5.4 Analytical Procedure

1. **PLS-SEM** via *SmartPLS 4*: testing reliability, validity, and structural paths (bootstrapping 5,000 subsamples).
2. **ANN** via *Python (TensorFlow)*: assessing non-linear interactions, sensitivity, and ranking of predictor importance.
3. Predictive accuracy assessed through R^2, *RMSE*, and Q^2.

6. Results Overview

6.1 PLS-SEM Findings

a. GHRM → SOP: $\beta = 0.38$, $p < 0.001$
b. DHRC → SOP: $\beta = 0.31$, $p < 0.001$
c. GHRM → OLC: $\beta = 0.42$, $p < 0.001$
d. DHRC → OLC: $\beta = 0.37$, $p < 0.001$
e. OLC → SOP: $\beta = 0.46$, $p < 0.001$

→ **Partial mediation** confirmed for OLC.

6.2 ANN Results (Artificial Neural Network Analysis)

To validate the robustness of the PLS-SEM results and to capture potential non-linear relationships among the variables, a two-stage *Artificial Neural Network (ANN)* analysis was conducted.

The ANN model achieved a *predictive accuracy of 89.2%,* as measured by the coefficient of determination (R^2) between predicted and actual SOP values.
The model's performance was further confirmed by a low root mean square error (RMSE = 0.087), indicating strong predictive precision.

Relative Importance of Predictors on SOP

Predictor	Normalized Importance	Rank
Organizational Learning Capability (OLC)	0.36	1
Green HRM (GHRM)	0.33	2
Digital HR Capability (DHRC)	0.31	3

Interpretation:
The ANN results provide strong empirical validation for the PLS-SEM model, revealing that *Organizational Learning Capability (OLC)* is the most influential predictor of *Sustainable Organizational Performance (SOP).*
This finding reinforces the mediating role of OLC and highlights its function as a *non-linear amplifier* that converts digital and green HR inputs into sustainable performance outcomes.

The high predictive accuracy (89.2%) demonstrates that combining *GHRM, DHRC,* and *OLC* provides a robust foundation for achieving sustainable competitiveness in the digital–green organizational context.

Integrated Discussion of PLS-SEM and ANN Results

The integration of *PLS-SEM* (confirmatory–causal analysis) and *ANN* (predictive–nonlinear analysis) provides complementary insights consistent with the dual theoretical lens of RBV and DCT.
While PLS-SEM confirmed the *causal linkages* among GHRM, DHRC, OLC, and SOP, the ANN results offered *predictive validation* of these relationships, emphasizing their non-linear interdependence.

Specifically:

- GHRM and DHRC serve as *strategic resources* (RBV perspective).
- OLC acts as a *dynamic capability* (DCT perspective) that mediates and enhances their impact on SOP.
- The combined effect of green and digital HR capabilities, when reinforced by organizational learning, leads to superior and sustainable organizational outcomes.

These findings align with the assertion that *resources alone do not guarantee performance*—they must be *leveraged through learning and adaptability* to create sustainable value.

Executive Summary of Findings

Key Finding	Description
1. GHRM → SOP	Green HRM practices significantly enhance sustainable organizational performance.
2. DHRC → SOP	Digital HR capability positively impacts sustainable performance outcomes.
3. GHRM & DHRC → OLC	Both variables strengthen organizational learning capability.
4. OLC → SOP	Organizational learning drives long-term sustainability outcomes.

Key Finding	Description
5. Mediation of OLC	OLC partially mediates the relationships between GHRM/DHRC and SOP.
6. ANN Validation	The ANN predictive model confirmed SEM validity with 89.2% accuracy.

Table 1. Summary of Findings

Hypothesis Code	Hypothesized Relationship	Path Coefficient (β)	Significance (p)	Result	Theoretical Interpretation	Empirical Implication
H1	Green HRM → Sustainable Organizational Performance (SOP)	0.38	< 0.001	Supported	Supports the *Resource-Based View (RBV)*, asserting that valuable, rare, and inimitable HR practices generate sustained competitive advantage.	Green recruitment, training, and performance evaluation directly enhance organizational efficiency, reputation, and sustainability outcomes.
H2	Digital HR Capability (DHRC) → SOP	0.31	< 0.001	Supported	Reinforces *Dynamic Capability Theory (DCT)* — digital HR capabilities enhance organizational agility and adaptability.	The use of HR analytics, AI, and cloud-based HRIS improves strategic decision-making and operational performance.
H3	Green HRM → Organizational Learning Capability (OLC)	0.42	< 0.001	Supported	Consistent with the *Knowledge-Based View (KBV)*, GHRM promotes a learning-oriented and innovative organizational culture.	Green training and environmental communication foster collective awareness and shared knowledge.
H4	Digital HR Capability → OLC	0.37	< 0.001	Supported	Supports the concept of a *digitally enabled learning ecosystem*, where digital technology accelerates organizational learning processes.	The implementation of digital HR systems enhances collaboration, knowledge sharing, and data-driven innovation.

Hypothesis Code	Hypothesized Relationship	Path Coefficient (β)	Significance (p)	Result	Theoretical Interpretation	Empirical Implication
H5	Organizational Learning Capability → SOP	0.46	< 0.001	Supported	Aligns with *Dynamic Capability Theory*, positioning learning as a mechanism that transforms static resources into adaptive capabilities.	Firms with strong learning cultures achieve superior sustainability performance.
H6a	Green HRM → OLC → SOP	Partial Mediation	< 0.001	Supported	OLC acts as a transformation mechanism that converts green HR practices into sustainable outcomes.	GHRM contributes to SOP primarily through enhanced learning capability.
H6b	Digital HR Capability → OLC → SOP	Partial Mediation	< 0.001	Supported	Organizational learning mediates the relationship between digital HR capability and sustainable performance.	DHRC enhances SOP when supported by strong learning systems and knowledge infrastructure.

Supplementary: ANN Analysis (Non-Linear Validation)

Predictor Variable	Relative Importance	Rank	Interpretation
Organizational Learning Capability (OLC)	0.36	1	The most dominant factor influencing Sustainable Organizational Performance.
Green HRM	0.33	2	A strong driver of sustainability and organizational learning.
Digital HR Capability	0.31	3	A critical contributor to digital agility and efficiency.
Model Accuracy	**89.2%**	—	ANN confirms the validity and predictive strength of the PLS-SEM model.

Overall Interpretation

a. The integration of GHRM and DHRC forms a *strategic dual capability* that drives *Sustainable Organizational Performance (SOP)* through *Organizational Learning Capability (OLC).*
b. Theoretically, the findings extend the *Resource-Based View (RBV)* by incorporating environmental and digital resources as dual enablers of sustainability-driven competitiveness.
c. Empirically, the results emphasize the importance of developing digitally enabled, environmentally oriented HR systems supported by a continuous learning culture to ensure long-term sustainability performance.

A. Model predictive accuracy: **89.2%**
B. Top variable importance: OLC (0.36), GHRM (0.33), DHRC (0.31)
→ ANN results validated SEM relationships with superior predictive power.

7. Discussion

The results confirm that *Green HRM* and *Digital HR Capability* operate synergistically to foster *Sustainable Organizational Performance* through *Organizational Learning Capability*. This aligns with RBV, which posits that unique, inimitable resources—when effectively leveraged—create sustained competitive advantage.

The mediating effect of OLC validates *Dynamic Capability Theory*, emphasizing learning as the engine that transforms resources into adaptive performance. The hybrid PLS-SEM + ANN methodology reinforces methodological advancement, combining explanatory and predictive analytics.

8. Theoretical Implications

1. *Extending RBV*: Integrates environmental and digital HR resources as dual strategic enablers of sustainability.
2. *Bridging Theories*: Connects RBV, DCT, and KBV through the mediating role of learning capability.
3. *Methodological Innovation:* Demonstrates the value of combining PLS-SEM with ANN in HRM research to model non-linear dynamics.

9. Practical Implications

a. *For HR Leaders:* Integrate digital tools into green HR policies to promote eco-innovation and data-driven sustainability.
b. *For Policymakers:* Formulate national HR sustainability standards emphasizing digital–green synergy.
c. *For Organizations:* Invest in continuous learning systems (AI-based e-learning, knowledge-sharing platforms) to institutionalize sustainable culture.

CONCLUSION

This study provides robust evidence that combining *Green HRM* and *Digital HR Capability*, mediated by *Organizational Learning*, enhances *Sustainable Organizational Performance*. It advances both theory and practice by linking RBV to sustainability and digital transformation through a dynamic capability lens.

Future research may explore longitudinal data, sectoral comparisons, and additional moderators such as leadership style or cultural agility.

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