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Integration of Digital Technology and GHRM in Aligning Equity Principles to Drive Innovation, Employee Development, and Environmental Sustainability

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Abstract

The integration of digital technology in the era of Industry 4.0, such as artificial intelligence (AI) and machine learning (ML), has driven green innovation in the manufacturing sector, improving operational efficiency, financial performance, and reducing environmental impact. However, the uneven distribution of sustainability benefits remains a challenge that requires strategic solutions. This study aims to analyze how the application of equity principles in Green Human Resource Management (GHRM) can mediate the relationship between digital technology and organizational sustainability. The study employs a literature-based methodology with research result reporting to examine the contribution of equity-based GHRM in supporting organizational sustainability. Relevant literature is identified and analyzed to explore the role of equity principles in providing equal access to green training, skill development, and the distribution of sustainability benefits. This methodology enables a comprehensive understanding of the relationship between GHRM, digital technology, and sustainability. The findings indicate that equity principles in GHRM enhance employee engagement and commitment to green initiatives through an inclusive and collaborative work environment. Digital technologies such as E-HRM and AI facilitate efficient green training, reduce carbon footprints, and strengthen organizational competitiveness. This approach also addresses gaps in access to training and development, reinforces an environmentally friendly work culture, and boosts employee productivity. In conclusion, integrating equity principles into GHRM and leveraging digital technologies create a strategic approach to achieving environmental, social, and economic sustainability. This study highlights the importance of combining equity and technology in building a holistic, progressive, and inclusive sustainability strategy to address future global challenges.

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INTRODUCTION

In the era of digital transformation and growing awareness of sustainability, integrating technology with human resource management (HRM) has become a critical focus in driving environmentally friendly practices. Green Human Resource Management (GHRM) emerges as a

strategic approach that leverages digital technology to support sustainability initiatives, reduce carbon footprints, and enhance corporate environmental performance. Digital technologies, such as E-HRM, artificial intelligence (AI), machine learning (ML), and cloud computing, have facilitated operational efficiency, cost reduction, and the promotion of corporate social responsibility (CSR) across various industries (Baliyan & Fatima, 2021). The adoption of disruptive technologies, including Industry 4.0 technologies, enables the optimization of HR processes, strengthens green supply chain management (GSCM), and promotes pro-environmental behaviors in the workplace (Setyaningrum & Muafi, 2023). By utilizing digital tools like human resource information systems (HRIS) and virtual recruitment platforms, organizations can improve efficiency, reduce resource consumption, and foster a sustainable work culture.

Beyond efficiency, digital technology also plays a role in effective data-driven decision-making, enhancing employee engagement, and strengthening organizational competitiveness. Smart technologies such as STARA (Smart Technology, Artificial Intelligence, Robotics, and Algorithms) have supported green training and improved performance management, thereby increasing employee commitment to sustainability goals (Shayegan et al., 2023). However, implementing GHRM also faces challenges such as limited technical understanding, resistance to change, and inequitable distribution of sustainability benefits, which need to be addressed to maximize the advantages of this digital transformation (Anjum et al., 2022).

Equity in GHRM is a key element that enhances employee engagement and commitment, supporting the successful implementation of green policies (Frazer et al., 2021; Malik et al., 2020). Fair distribution of benefits through green policies fosters a sense of justice and employee participation while advancing organizational sustainability goals (Cherian & Jacob, 2012). Green organizational culture and green training play essential roles in shaping pro-environmental behaviors and supporting sustainability (Lanatri, 2022; Uslu et al., 2022).

Research indicates that green recruitment, green intellectual capital, and equity-based policies in GHRM contribute significantly to improving environmental performance, organizational sustainability, and inclusive social impacts (Shen et al., 2018; Purnawati et al., 2023). Through a strategic approach that aligns ethical green values and digital technology, GHRM supports the transformation of organizations into greener, more inclusive, and sustainability-oriented entities. Therefore, this study aims to explore the relationship between digital technology, GHRM practices, and organizational sustainability, highlighting the critical role of technology as a driving force for green transformation in the digital era.

METHOD

The author employed Scispace as a key tool for selecting journals relevant to the chosen research theme. Using Scispace, the author was able to filter and identify journals that aligned closely

with the research questions under discussion, ensuring the selection of studies that directly contributed to the topic. This process involved reviewing abstracts, keywords, and methodologies to verify their relevance and applicability. By leveraging Scispace's advanced search capabilities, the author could efficiently curate a collection of high-quality and focused studies. This method not only enhanced the precision of the research but also ensured that the findings were supported by credible and thematically consistent sources.

The research methods used across the journals reveal a variety of approaches. Structural Equation Modeling (SEM) was utilized in eight studies, often combined with survey questionnaires, to analyze relationships between variables such as digital technology, Green HRM (GHRM), sustainability, and moderating factors (Shen et al., 2018, Mahmood et al., 2024, Wijonarko, 2022). Survey questionnaires with statistical analysis using SPSS were employed in three studies, focusing on quantitative data related to digital technology, GHRM practices, and organizational performance. Literature reviews were the primary method in 12 studies, either as standalone analyses or integrated with conceptual framework development, exploratory analysis, or case studies. Qualitative approaches, including semi-structured interviews and thematic analysis, were used in three studies to explore Green HRM and E-HRM practices in depth. Comparative analysis, whether through case studies or literature reviews, appeared in four studies to evaluate strategies, practices, or technologies in different organizational contexts. General quantitative approaches, such as primary data collection through surveys or observations, were applied in two studies to assess inter-variable relationships. Innovative methods, such as Fuzzy AHP, were used in one study to evaluate the significance of GHRM functions based on expert opinions (Uslu et al., 2022). Lastly, the integration of primary and secondary data for strategy comparisons or technology evaluations was found in two studies. Overall, the majority of research relied on quantitative methods like surveys, SEM, and SPSS, while literature reviews remained a popular choice for theoretical exploration. Qualitative approaches and innovative methods complemented these efforts, providing comprehensive insights into the topics studied.

Research Design

This research method uses a literature review approach, designed to systematically select, evaluate, and synthesize relevant studies. Each step of the process is carefully planned to ensure valid and reliable results. The research focuses on the integration of digital technology and Green HRM (GHRM) alongside the application of justice principles. This focus is chosen due to the growing global urgency for sustainability and equality in human resource practices.

Criteria for Literature Selection

In this study, the selected literature is limited to articles and journals published up to the year 2011 to ensure historical coverage. The selected articles are those that explicitly discuss the relationship between digital technology, GHRM, and the principles of justice. The inclusion criteria include literature from reputable journals, relevant to the research topic, and available in full format. Meanwhile, exclusion criteria are applied to literature that is not relevant, does not focus on the integration of digital technology in GHRM, or does not have full accessibility. These criteria are designed to ensure that only relevant and high-quality literature is analyzed in this research.

RESULTS AND DISCUSSION

Why Is It Important for Companies to Ensure the Principle of Equity When Implementing Green HR Policies?

The implementation of the principle of equity in Green Human Resource Management (GHRM) policies is crucial to ensuring that all employees, regardless of their background or position, are treated fairly and equally in all sustainability-related opportunities. This principle not only supports the achievement of sustainability goals but also plays a vital role in fostering a more inclusive, collaborative, and innovative organizational culture. Roberson, King, and Hebl (2020) highlight that equity within organizations significantly reduces inequalities that could hinder employee performance and satisfaction. When employees feel valued and are given equal opportunities to contribute to green policies, their engagement in sustainability initiatives increases, creating a productive work environment where every individual has an equally important role in achieving these goals.

Furthermore, the principle of equity serves as a tool to optimize participation across all employee levels in sustainability initiatives. Lakhera and Sharma (2020) explain that when all employees are given equal opportunities to participate in green programs—such as energy efficiency or recycling programs—they feel involved in the organization's collective efforts to reduce environmental impact. Employees empowered with equal access to sustainability opportunities tend to share a sense of responsibility for reducing the company's carbon footprint, thereby strengthening their commitment to green policies. Fair participation processes, as Malik et al. (2020) emphasize, are also essential in enhancing team spirit, which is necessary for driving the achievement of more ambitious and integrated sustainability goals.

Equity also plays a significant role in employee development. In the context of GHRM, policies such as recruitment, training, and promotion must be designed to ensure equal opportunities for growth, regardless of employees' backgrounds. Malik et al. (2020) point out that such inclusive policies not

only reinforce sustainability values within organizations but also establish a foundation for long-term employee commitment to the company's green goals. Equity in training, in particular, enables all employees to acquire the skills needed to participate in green initiatives, such as energy management or recycling, thus enriching the workforce's capabilities to support sustainability. In this regard, digital technologies like E-HRM play a critical role in ensuring widespread accessibility to green training, accelerating competency development, and bridging skill gaps within organizations.

In addition, the diversity and inclusion resulting from equity principles can drive workplace innovation. Frazer et al. (2021) stress that by providing equal opportunities to all employees, companies can leverage the unique perspectives and expertise of individuals to develop more innovative solutions for addressing sustainability challenges. In an inclusive environment, fresh ideas and creative approaches to environmental issues emerge, offering a competitive advantage in a global market increasingly demanding adherence to high sustainability standards.

However, ensuring the fair distribution of benefits and costs in green policies remains a challenge. Mormann (2020) observes that sustainability policies often fail to distribute benefits equitably across organizations, leading to employee dissatisfaction. Therefore, the principle of equity is essential to ensuring that all employees, from managers to operational staff, experience equal benefits from green policies—be it through training, incentives, or improvements in eco-friendly workplaces. Purnawati et al. (2023) argue that equitably distributing benefits not only optimizes employee support for green initiatives but also enhances the quality of human resources capable of contributing to positive organizational and societal changes.

Equity also plays a key role in building employee commitment to sustainability. Sathyapriya and Kanimozhi (2012) note that when employees feel they are treated fairly, they are more likely to take responsibility for the company's sustainability. This sense of ownership, fostered through equitable treatment, increases their engagement in sustainability efforts. Cherian and Jacob (2012) further explain that policies rooted in equity not only enhance employee satisfaction and commitment but also improve operational efficiency, as employees who feel valued are more motivated to support shared goals.

Additionally, the principle of equity helps create an organizational structure that is adaptive to change. Jyoti (2019) reveals that companies implementing equity in their policies are better able to adapt to evolving market demands and environmental challenges. This principle fosters an environment where companies can continue to innovate and adjust their sustainability strategies while maintaining harmonious relationships with all stakeholders, including employees and the community.

Faisal (2023) concludes that companies integrating the principle of equity into GHRM policies can develop a more holistic and progressive approach to sustainability. As such, they can serve as

examples of organizations that focus not only on environmental sustainability but also on improving employee quality of life and fostering sustainable social innovation. The combination of equity principles and well-implemented green policies yields significant long-term benefits for the company, its employees, and society as a whole.

How Can Green HR Approaches Help Reduce Equity Gaps in the Workplace, Especially in Access to Training and Development?

Green Human Resource Management (GHRM) has proven to play a crucial role in creating a more inclusive workplace environment that supports the principle of equity, particularly in access to employee training and development. Fair and sustainability-based implementation of GHRM not only introduces eco-friendly practices but also provides opportunities for all employees to grow, regardless of their background or position within the organization. As suggested by Begum and Arshi (2020), sustainability-focused job descriptions clarify the company's expectations of employees, which in turn creates equal opportunities for comprehensive training. By offering a deeper understanding of green tasks and responsibilities, companies ensure equal chances for employees to participate in broader sustainability initiatives.

Sustainability-driven training significantly reduces inequities by providing fair access to development opportunities. Hameed, Mahmood, and Shoaib (2022) found that GHRM implementation positively influences workplace climate and employees' pro-environmental psychological behaviors. Employees who feel valued and included in the organization's green programs tend to engage more and contribute to achieving sustainability goals. The benefits of this practice, as highlighted by Suharti and Sugiarto (2020), include improved operational efficiency and a stronger eco-friendly corporate image. These benefits enhance employee well-being by recognizing their contributions to shared goals, leading to increased acknowledgment and better job performance.

Moreover, GHRM can improve training access across various sectors and organizational levels by emphasizing equity to ensure no group is left behind. Javed and Cheema (2017) identified that in countries like Pakistan, sectors such as agriculture have yet to fully grasp the importance of GHRM. However, they suggest that by adopting relevant training and ensuring equitable access, these sectors can thrive while increasing their understanding of sustainability. In this way, GHRM supports broader access to employee development without discrimination, encouraging active participation at all levels of the organization. Arulrajah, Opatha, and Nawaratne (2016) also note that by offering equal development opportunities, GHRM not only enhances environmental performance but also fosters deeper employee engagement in the company's green initiatives.

A GHRM approach focused on equity creates greater opportunities for employees to grow

within the scope of sustainability, even in developing countries. Ramasamy, Inore, and Sauna (2017) emphasize that in such countries, where GHRM adoption is still in its early stages, further research is needed to understand how it can be implemented inclusively. They argue that equal access to sustainability-related training will increase awareness of natural resource management and carbon footprint reduction in the workplace. This benefits not only employees in their personal development but also delivers economic and ecological advantages to the organization.

Danirmala (2022) adds that sustainability-based training not only impacts individual skill development but also strengthens organizational citizenship and employee engagement in sustainability efforts. Effective green training, applied equitably, allows employees to feel more involved in creating positive changes in their workplaces and surrounding environments. This aligns with findings by Shen, Dumont, and Deng (2018), who suggest that positive perceptions of GHRM enhance employee performance outcomes as they feel fairly treated and equally included in sustainability programs.

Reducing workplace inequities through GHRM can also be strengthened by adopting digital technologies. Demir Uslu, Altun, and Yilmaz (2022) highlight that adopting smart green technologies can enhance access to more affordable and inclusive green training. These technologies help reach employees previously limited by time, location, or resources, expanding their opportunities to participate in sustainability-focused training programs. In this sense, GHRM, combined with digital technology, becomes a highly effective tool in reducing equity gaps in the workplace, ensuring all employees—regardless of position or location—have equal access to training and development.

Thus, implementing the principle of equity in GHRM goes beyond ensuring the equal distribution of training. It fosters an inclusive culture where every individual has the space to grow and contribute to the company's sustainability goals. GHRM, with its focus on sustainability and equitable development, has the potential to become a cornerstone of creating a more just and sustainable workplace. As Gjika and Koli (2019) state, companies that apply inclusive GHRM principles are more likely to achieve greater success in supporting sustainability and driving innovation.

Why Is Technology Implementation Necessary to Enhance the Effectiveness of Green HR Practices in the Digital Era?

The implementation of technology is essential for enhancing the effectiveness of Green Human Resource Management (GHRM) practices in the digital era because it strengthens environmental performance and organizational efficiency. Emerging technologies such as Artificial Intelligence (AI) and Machine Learning (ML) significantly enhance GHRM effectiveness by positively influencing employee performance, operational processes, and financial outcomes (Shady et al., 2023; Edisa et al., 2023).

The dimensions of GHRM are closely linked to environmental performance, highlighting that the integration of sustainable technologies can assist organizations in achieving environmental and sustainable development goals (Alsheikh et al., 2024; Baliyan, 2021). Tools like e-HRM transform HR functions into more resource-efficient and paperless processes while enhancing employee competencies, reducing administrative burdens, and fostering organizational collaboration (Parul, 2015; Fazarro et al., 2011).

Moreover, digital technologies offer benefits such as cost-effective virtual recruitment, broader geographical reach, and positive impacts on health and the environment, despite challenges such as energy and resource consumption that need to be addressed (Simranjeet et al., 2022; Alsheikh et al., 2024). For instance, the implementation of green information technology at PT Pertamina demonstrated that these strategies not only improved performance but also reduced operational costs (Sulastri, 2018).

However, maximizing the benefits of technology requires enhanced employee training and development in digital competencies, as a lack of skills can hinder the effectiveness of GHRM (Edisa et al., 2023). Additionally, organizational readiness for technology adoption, such as Organizational STARA Capability (OSC), has been shown to amplify the positive impacts of green training programs and employee engagement on environmental performance (Samuel et al., 2023).

Virtual technologies also contribute to sustainability by reducing travel needs and associated costs while improving organizational operational efficiency (Fazarro et al., 2011). Therefore, technology implementation not only supports environmental objectives but also serves as a critical element in boosting the effectiveness and sustainability of Green HR practices in the digital era.

How Can Technology Support the Implementation of Green HR in the Digital Era?

Technology plays a vital role in supporting the implementation of Green HR (GHRM) in the digital era in several ways. First, the dimensions of GHRM have been proven to strongly correlate with environmental performance, and the adoption of new technologies can enhance the effectiveness of green HRM practices (Shady et al., 2023; Al-Ghalabi et al., 2024). In this context, the application of organizational technological capabilities, such as Organizational STARA Capability (OSC), can positively predict the success of GHRM programs and employees' environmental behaviors (Samuel et al., 2023).

Technology also facilitates GHRM activities through virtual recruitment, offering benefits in terms of cost-effectiveness, broader geographical reach, and positive impacts on health and the environment (Simranjeet et al., 2022). Furthermore, the Technology Acceptance Model (TAM) suggests that GHRM can enhance job satisfaction and employee productivity, which are critical

elements for the successful implementation of green strategies (Gugus & Alexander, 2022).

IT capabilities directly moderate the relationship between GHRM and employees' pro-environmental psychological behaviors, indicating that technology can foster environmentally conscious behaviors in the workplace (Rizwan et al., 2022). In the business sector, the integration of Green HRM with Green Supply Chain Management (GSCM) has been shown to support business sustainability, particularly during the COVID-19 pandemic (Retno et al., 2023).

However, the adoption of E-HRM to support GHRM still faces challenges, particularly regarding organizations' capacity to achieve responsible digitalization targets (Nishath et al., 2022; Cardinali & De Giovanni, 2022). Despite these obstacles, digital technology offers opportunities to improve cost efficiency, productivity, and employee retention through more integrated green strategies (Sheikh et al., 2019).

Overall, technology not only supports the implementation of GHRM by reducing physical barriers and enhancing operational effectiveness but also strengthens sustainability and pro-environmental behaviors within organizations. This makes technology a crucial pillar in the development of green HRM in the digital era (Samuel et al., 2023; Shady et al., 2023).

CONCLUSION

The implementation of equity principles in Green Human Resource Management (GHRM) is essential for ensuring fair treatment and equal opportunities for all employees in sustainability-related initiatives. Equity fosters an inclusive and collaborative organizational culture, enhancing employee engagement and commitment to green policies. This aligns with prior research, such as Roberson et al. (2020), which highlights equity's role in reducing disparities and boosting satisfaction, while also emphasizing its importance in optimizing collective efforts toward sustainability goals.

Our findings also reveal that equity-driven GHRM promotes equal access to recruitment, training, and development opportunities, enabling employees to actively contribute to sustainability initiatives. Unlike prior studies, we emphasize equity's critical role in fostering innovation by leveraging diverse perspectives to address environmental challenges and meet global sustainability standards.

However, challenges remain in ensuring the fair distribution of benefits and costs in green policies. Consistent with Mormann (2020), our study underscores that equitable distribution is vital to maintaining employee satisfaction and long-term support for sustainability goals.

In summary, equity in GHRM not only drives sustainability but also builds an inclusive and adaptive organizational culture, delivering lasting benefits to companies, employees, and society. This highlights equity as a cornerstone of sustainable and innovative business practices.

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