



Effect of Digital HRM and Green HRM on Organization Sustainability and Economic Development

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Abstract

Purpose: The main objective of this study is to examine the integrated Digital Human Resource Management (Digital HRM) and Green Human Resource Management (Green HRM) as a paradigm of transformation for sustainable economic growth. The research intends to explore the impact of the convergence of digital technologies and environmentally sustainable HR practices on improving organizational performance, increases in workforce efficiency, and long-term economic development, and in this regard, the study will examine and analyze how the convergence of the two can affect the performance of the organization, increase the efficiency of its workforce, and promote long-term economic development, especially in the emerging economies.

Design/Methodology/Approach: The study used conceptual and qualitative research design through the literature review and literature synthesis method. A thematic analysis of relevant scholarly sources (such as peer-reviewed journal articles, books and conference papers) was used. The literature was grouped into main themes like digital HR practices, green HR initiatives, organizational performance and linkage with economic growth. This synthesis led to the creation of an extensive conceptual framework that shows the direct and indirect links between Digital HRM, Green HRM, and economic results with the inclusion of the variables of mediation and moderation.

Conclusions: The Digital HRM finds that the operational efficiency, agility of workforce and decision making based on data is significantly enhanced by Digital HRM; and Green HRM results in environmental responsibility, ethical workforce behaviour and in the long run, organizational sustainability. Combined, these practices have a synergistic impact that improves productivity, innovativeness and sustainable value creation. The study also reveals that the relationship between the variables of integrated HRM practices and economic growth is mediated by the variables of employee productivity, innovation and operational efficiency and moderate by contextual variables, such as digital infrastructure, leadership commitment, institutional support and employee skills. The results show that HRM is not only an administrative tool anymore but a strategic tool for organizational and macro-economic performance.

Practical Implications: The study offers important insights to policymakers, organizational leaders, and HR practitioners in the importance of connecting the digital transformation to sustainability. It recommends investments in digital HR infrastructure, encouraging green workforce practices, and crafting policies to foster skill development and environmental awareness. The findings also emphasize the need of institutional support and inter-sectoral collaboration for the successful implementation of the integrated Digital-Green HRM practices especially in the developing economies.

Originality/Value: This study adds to the existing literature by bringing together two streams of research –namely Digital HRM and Green HRM – which have been explored separately. It offers a new conceptual approach that connects HRM transformation and macroeconomic growth and sustainable development, which broadens the scope of HRM research beyond the organizational level and provides a foundation for future empirical research.

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Introduction

The modern business world has witnessed organizations appreciating the strategic role of Human Resource Management (HRM) in influencing the organizational performance and the overall economic growth. Although traditional HRM strategies are the basis, they are quickly changing due to the impact of digital technologies, which leads to the emergence of such a concept as Digital HRM. Digital HRM refers to the practice of using innovative technological solutions like artificial intelligence (AI),

cloud-based HR, data analytics, and e-learning tools to make HR processes simpler, faster, and more effective, as well as to make decisions more efficient and increase employee engagement. Such digital innovations make not only the operations more efficient but also allow organizations to react quickly to the volatile dynamic conditions on the market and promote their flexibility and competitiveness. At the same time, the rate of focus on Green HRM, according to which sustainability and environmental-friendly practices are combined into HR policies and practices, is increasing. Green HRM has its own interest in advocating the organizational practices that are environmentally friendly, minimize carbon footprints, introduction of sustainable workplace policies, and enhancing awareness among employees on environmental stewardship. Digital HRM and Green HRM is a paradigm shift within the HR environment that holds a twofold benefit as it provides the ability to use technology to be efficient and be green to be sustainable. According to the available literature, such integrated practices hold a lot of potential in enhancing productivity, innovation as well as organizational sustainability, which in turn could impact positively on economic growth at both organizational and macroeconomic levels. The overlap between these practices is in line with the worldwide trend on sustainable development, technology adoption, and practices in responsible management whereby organizations have been placed strategically to gain competitive advantage and enhance the growth of national and regional economies.

The Digital HRM coupled with Green HRM offers a fresh paradigm in the consideration of the role played by human resources in economic growth. Research has shown that companies implementing digital technology in their HR practices have better talent management, data-driven decision-making and employee experience, all of which led to a higher performance of the organization. In parallel, the introduction of green practices as part of HR policies attracts employee involvement in sustainability efforts, lowers operations expenses by use of energy efficient practices, and enhances the establishment of corporate social responsibility results. The literature also indicates that the synergistic impact of digitalization and sustainability in HRM may provide a more agile, innovative, and responsible workforce that could deliver economic performance. Although the amount of literature on both of these dimensions separately continues to grow, there is a significant gap in their cross-analysis on understanding their cumulative implication on the aspect of economic growth especially in the case of emerging economies where both concepts of technology adoption and integration of sustainability still continue to develop. This literature-based project will fill this gap through a systematic review of the research available on Digital HRM and Green HRM practices and determine their effects on organizational efficiency, sustainability outcomes, and economic growth. Through the synthesis of the existing knowledge, the study reveals the most important tendencies, uncovers the gaps in the research, and creates a conceptual insight into how the

intersection of digital transformation and green practices in the context of HRM can be used as one of the strategic levers of economic development. Finally, this study highlights the necessity to consider HRM not as an administrative role but as a key factor in the process of sustainable economic development, which should be promoted by a paradigm shift in the research and practice domains.

Background of the Study

The present-day competitive business world has witnessed an increased realization by organizations that the human resource is a key determinant of competitiveness and economic success. The conventional HRM, which is primarily based on administrative and operational roles, is no longer adequate to deal with globalization demands, technological discontinuity and sustainability requirements. Digital HRM has revolutionized the HR processes by incorporating the use of superior technologies like artificial intelligence, cloud computing, and HR analytics. With these technologies, recruitment, training, performance management, and decision-making are simplified and make companies more efficient and agile. Meanwhile, Green HRM has become a dominant trend with organizations seeking to adopt greener practices in the HR policies such as green training and eco-friendly workplace programs and staff participation in green activities. Digital and Green HRM are related to the effectiveness of the organization separately, but their combination provides a special chance to get a synergistic effect on productivity, innovation, and sustainable development. It is especially crucial to consider this convergence in the framework of economic development because organizations that can successfully merge digitalization and sustainability in the context of HRM can not only improve their performance level but also advance the development of the economy in general. This research offers a detailed analysis of literature available to determine the overall effects of such transformational practices of HRM on the economy.

Literature Review

This literature review is aimed at conducting a systematic investigation of the current study concerning Digital HRM and Green HRM and their overall influence on the performance of the organization and its economic development. HRM has developed as a strategic dimension, not just an administrative one, as organizations in the globalized world, disrupted by technology and demanded to be sustainable. Digital HRM is concerned with incorporating new technologies like artificial intelligence, HR analytics, and cloud computing in HR operations and increasing the efficiency, decision-making, and employee engagement. Green HRM on the other hand focuses on environmentally sustainable practices such as green recruitment, green training programs and activities that encourage employees to be involved in the sustainability activities. Both of these approaches have been demonstrated to enhance

organizational effectiveness on a single basis, and their concomitant potential has not been studied in depth. This review will apply the synthesis of the findings of the previous research, showing the synergies of technological innovation and sustainability in HRM. Moreover, it addresses the way in which these integrated HRM practices could lead towards the economic development at large through the promotion of productivity, innovation and sustainable growth. This review offers a conceptual basis of the transformative role of HRM in influencing the organizational and economic performance by establishing research gaps and trends.

Digital HRM is an innovative change in HR practices in organizations, which incorporates the use of modern technologies to improve efficiency and decision-making and engagement with employees. The last thirty years have witnessed a wide range of research on the topic of technology implementation in HR activities, in which researchers emphasize the necessity to transform the conventional HR processes (Fiaz *et al.*, 2024) ^[8]. Recruitment, training, performance management, and development of employees have also undergone disruptive changes due to digitalization to allow organizations to simplify and be more responsive to dynamic business environments. The necessity of digital HRM was also highlighted by the COVID-19 pandemic that increased the use of digital technologies in HR processes that enabled remote work, virtual teamwork, and online educational platforms (Zavyalova *et al.*, 2022) ^[18]. The most pertinent technological forces, such as artificial intelligence (AI), automation, and cloud-based solutions, have become the focus of HRM innovation enabling organizations to conduct advanced data analysis, predictive workforce planning, and automated administrative capabilities (Al-Qassem *et al.*, 2025) ^[4]. The use of AI, specifically, has increased the efficiency and accuracy of the system, as well as the talent management capacity, by combining human experience with calculations (Fenwick *et al.*, 2024) ^[7]. The Digital HRM evolution indicates a highly multifaceted and evolving combination of technology and human resources, which may indicate that the future of HRM will be more based on digital tools to maximize organizational performance and strategic decision-making. The literature points out that Digital HRM is not merely the technological enhancement but the essential precursor of organizational responsiveness, innovativeness, and competitiveness in the new economy.

Digital HRM has been viewed with an increase of significance as a core means of organization performance, which enables a company to boost its efficiency and strategic choice making as well as effectiveness in its operations. A meta-analysis study developed by Theres *et al.* (2023) ^[17] that examined 96 empirical studies and 37,924 participants indicated that digital HRM practices had significant medium-sized relationship with various dimensions of organizational performance, which validates the value of technology in contemporary HRM. These results show that the use of digital tools in recruitment, training, performance appraisal, and workforce analytics has a significant positive influence

on organizational performance through the simplification of operations and increased reliance on data to make decisions. In agreement with this, Yu Zhou *et al.* (2021) ^[19] put emphasis on digital HRM as having a positive correlation with overall organizational performance, and especially with a significant impact on operational performance, and their benefit in enhancing efficiency, responsiveness, and agility in volatile market conditions. In addition, Ahmad Alrousan *et al.* (2025) ^[5] empirically had established that digital HRM could positively influence the organizational performance ($= 0.778$, $p < 0.001$), which supports the idea of its strategic potential in promoting innovation and workforce abilities, as well as improving talent management. Altogether, these papers indicate that Digital HRM is not only a way to streamline traditional HR activities but also a strategic tool that helps organizations gain a competitive edge, maintain high operational performance, and make a contribution to the overall economic performance. The literature clearly identifies a connection between the adoption of technology in HR activities and quantifiable change in organizational performance, which lays the basis of investigating its combined impact with green-oriented HR practices of sustainability.

Green HRM has received much academic interest as companies continue to incorporate the concept of environmental sustainability in their strategic management. Green HRM is characterized as a business strategy that integrates environmental awareness at the heart of HR services throughout the lifecycle of the employee, such as recruitment, employee training, performance management and rewards (Aarzo Pilania *et al.*, 2024) ^[14]. Green HRM is continuously placed by the literature as an important organizational practice that can bring the human resource policies in line with the ecological goals, where the employees are actively involved in promoting environmental sustainability. Several articles arrive at the same principle according to which the Green HRM practices will help to promote the culture of environmental responsibility by means of systematic approaches, including green recruitment, training that is environmentally friendly, the performance appraisal system that is focused on sustainability, and the mechanisms of incentive compensation that will encourage the green behaviors (Khan *et al.*, 2017 and others) ^[11]. These activities help organizations to attract a talent pool of environmentally aware people, acquire sustainability-related skills, and reinforce employee behavior that is pro-environmental. The credibility and strength of the research field are demonstrated by powerful validation of Green HRM in the form of research articles with a high number of citations, with (Ahmad *et al.*, 2015) ^[1] having more than 645 citations. There is empirical evidence that Green HRM can be used to help lower the cost of operations, increase corporate reputation, and employee engagement in sustainability efforts, which can help in long-term organizational resilience. Nonetheless, the literature also singles out implementation issues, such as a high initial investment costs, low managerial dedication, and potential

employee resistance to behavioral change (Islam *et al.*, 2025)^[10]. In spite of these, the literature that is rising indicates that Green HRM is an imperative factor in sustainable development of organizations, and a pillar to synchronize the growth of businesses with the sustainable environment.

The concept of Green Human Resource Management has received an impressive academic focus as it has proved to increase the performance of organizations and economies with sustainable workforce practices. It is always emphasized in existing literature that implementing environmental values in HR policies can enhance corporate sustainability and result in economic benefits in the long term. Carballo-Penela *et al.* (2023)^[6] put forward a comprehensive meta-analysis that synthesized 138 effect sizes and supported the idea that Green HRM has strong positive impact on economic performance (both directly and indirectly) through the enhancement of environmental performance and green supply chain management. This shows that eco-friendly HR activities do not only result into environmental outcomes but also generate functional efficiencies and cost benefits, which helps in growing the finances. In line with these findings, Akbar *et al.* (2024)^[2] empirically found that 55 percent of organizations that put Green HRM into practice had improved performance in business (better profitability) and 68 percent had significant positive changes in environmental performance. These findings support the two-fold advantage of HR strategies grounded on sustainability in enhancing organizational competitiveness and brand image. In addition, systematic review conducted by Lawter *et al.* (2025)^[12] found out that Green HRM positively influences the environmental performance, the achievement of sustainability goals, and green innovation, though, in many cases, it can affect the financial performance indirectly, through the enhancement of stakeholder trust and employee engagement. Another aspect of the above review that influencing the effectiveness of Green HRM practices is the contextual factors, i.e., industry properties and national culture, where specific implementation strategies are necessary to maximize organizational and economic performance. In general, literature confirms that Green HRM is a strategic tool to reconcile the environment responsibility with the long-term economic development.

Digital HRM and Green HRM integration is a recent trend that has been gaining steam in the literature as a paradigm shift in favor of technology-based management of organisations on a sustainable basis. Researchers claim that digital transformation is not a facilitating factor to green efforts but a strategic facilitator that essentially transforms the design, implementation and performance of Green HRM activities. The authors Rubee Singh *et al.* (2025)^[16] offer the detailed theoretical framework that puts emphasis on the systemic innovation and the optimal use of resources, indicating that the integration of digital technologies and green HRM provides a vibrant framework of sustainable organizational performance. On the same note, Mamun *et al.*

(2025)^[3] show that the use of Human Resource Information Systems (HRIS) is crucial in digitalizing environmental responsible HR practices, through allowing the operation to go paperless, sustainable recruitment, and virtual training systems that minimize ecological footprints and increase HR effectiveness. Building upon this point of view, Gbr *et al.* (2025)^[9] emphasize the contribution of artificial intelligence-based instruments, such as intelligent recruitment, predictive workforce analytics, and smart performance monitoring, as the key enablers of environmentally responsible HR decisions. All of these studies lead to a possible new theoretical perspective that digital technologies are actively implementing sustainability into HRM architecture and not considering green practices as a single event. Among the most identified mechanisms in the literature, there are such key ones as data-driven sustainability metrics, employee engagement systems that are eco-friendly, and digitally enabled green training programs that create transparency, accountability, and strategic alignment with sustainability goals (Mamun *et al.*, 2025)^[3]. In general, the literature provides firm theoretical premises on the application of Digital HRM with Green HRM as a revolutionary practice, which will tie the technological change to sustainable organizational and economic results.

The current literature is heavily biased towards the fact that Human Resource Management (HRM) practices are vital in helping the economic development to take place beyond the organizational scale. By analyzing three important dimensions, including personal ethics, work ethics, and instruction, Jorge Sá *et al.* (2024)^[15] present solid quantitative evidence about the connection between human resource quality and the increase of national income. The fact that they cross-sectionally examine 33 countries shows that improved human resources in terms of quality lead to better trust, operational efficiency, and productivity of their workforce, which, in its turn, results in better macroeconomic performance. This paper highlights the fact that human capital that is ethical and of good quality is a propelling factor of sustainable economic growth. In addition to these results, Vu Hoang Nam *et al.* (2021)^[13] also indicate that efficient HRM practices have a strong positive effect on the quality of capital assets and labor productivity, especially in small and medium enterprises. Their study gives consideration to how structured HR policies can be used to ensure maximum workforce potentials in order to enhance performance at the firm level and lead to the overall economic results. These studies, taken together, emphasize the fact that strategic HRM can no longer be viewed as an internal management activity but an important macroeconomic instrument. HRM practices can significantly impact the long-term economic growth and national competitiveness because they can increase the productivity, innovation capacity, and efficiency of the workforce (Jorge Sá *et al.*, 2024; Vu Hoang Nam *et al.*, 2021)^[15, 13].

Table 1: Summary of Literature on Digital HRM, Green HRM, and Organizational Performance

S. No.	Author(s) & Year	Area of Study	Key Variables / Focus	Key Findings	Research Gap
1	Fiaz <i>et al.</i> (2024) ^[8]	Digital HRM	Technology integration in HR	Digital HRM transforms traditional HR processes	Lacks integration with sustainability
2	Zavyalova <i>et al.</i> (2022) ^[18]	Digital HRM	Remote work, digital adoption	COVID-19 accelerated digital HR practices	Long-term impact unclear
3	Al-Qassem <i>et al.</i> (2025) ^[4]	AI in HRM	AI, automation, analytics	Improves decision-making & efficiency	Implementation challenges not addressed
4	Fenwick <i>et al.</i> (2024) ^[7]	AI & HRM	Talent management, analytics	AI enhances HR accuracy & workforce planning	Human-AI balance unclear
5	Theres <i>et al.</i> (2023) ^[17]	Digital HRM	HR practices & performance	Positive relationship with organizational performance	Lacks sector-specific insights
6	Yu Zhou <i>et al.</i> (2021) ^[19]	Digital HRM	Operational performance	Improves efficiency & agility	Limited empirical depth
7	Ahmad Alrousan <i>et al.</i> (2025) ^[5]	Digital HRM	Performance impact	Strong positive impact on performance ($\beta=0.778$)	Contextual limitations
8	Aarzo Pilania <i>et al.</i> (2024) ^[14]	Green HRM	Sustainability integration	Aligns HR practices with environmental goals	Implementation barriers exist
9	Khan <i>et al.</i> (2017) ^[11]	Green HRM	Green practices	Promotes eco-friendly employee behavior	Needs modern digital linkage
10	Ahmad <i>et al.</i> (2015) ^[1]	Green HRM	Sustainability practices	Highly cited; strong theoretical foundation	Lacks recent technological perspective
11	Islam <i>et al.</i> (2025) ^[10]	Green HRM Barriers	Cost, resistance	Identifies implementation challenges	No structural solutions
12	Carballo-Penela <i>et al.</i> (2023) ^[6]	Green HRM	Sustainability & performance	Improves economic & environmental performance	Indirect financial impact
13	Akbar <i>et al.</i> (2024) ^[2]	Green HRM	Business performance	Improves profitability & environmental outcomes	Industry variation missing
14	Lawter <i>et al.</i> (2025) ^[12]	Green HRM	Sustainability outcomes	Enhances innovation & stakeholder trust	Context dependency issues
15	Rubee Singh <i>et al.</i> (2025) ^[16]	Digital + Green HRM	Integration framework	Improves sustainable performance	Needs empirical validation
16	Mamun <i>et al.</i> (2025) ^[13]	HRIS & Sustainability	Digital green practices	Enables paperless & eco-friendly HR	Limited scalability research
17	Gbr <i>et al.</i> (2025) ^[9]	AI-driven HRM	Smart HR tools	Supports sustainable HR decisions	Adoption barriers not studied
18	Jorge Sá <i>et al.</i> (2024) ^[15]	HRM & Economy	Ethics, human capital	HR quality improves economic growth	Macro-level limitation
19	Vu Hoang Nam <i>et al.</i> (2021) ^[13]	HRM Practices	Productivity, SMEs	HRM improves labor productivity	SME-focused gap remains

Research Objectives

1. To conceptually analyze the development and the strategic importance of Digital Human Resource Management and Green Human Resource Management in the modern organizational environment.
2. To examine how the synthesis of digital transformation and green HRM practices converts the role of HRM into a strategic performance and sustainability engine of the organizations as opposed to an administrative one.
3. To investigate the background processes by which Digital HRM and Green HRM have a combined effect on productivity, innovation, ethical workforce behavior, and organizational sustainability.
4. To comprehensively generalize what has been already written in order to see how the integrated Digital Green HRM practices may be connected to the economic growth in both organizational and macroeconomic terms.
5. To introduce an overall conceptual framework that would place Digital and Green HRM as one of the key drivers of sustainable economic growth, especially in the case of emerging economies.

Research Gap

The available literature evidently defines the personal importance of Digital Human Resource Management and Green Human Resource Management in improving performance of organizations, sustainability performance, and, to a certain level, economic development. Many studies have been conducted on the benefits of digital technologies in enhancing HR efficiency, decision making and workforce agility and many others have been dedicated to understanding how green HR practices enhance environmental responsibility, employee engagement and long-term organizational resilience. Nonetheless, a good deal of the existing studies considers Digital HRM and Green HRM to be distinct spheres, which leads to the lack of unity in the insight into their joint strategic potential. A clear gap exists in the number of studies that integrate the research methodology to find out how the integration of digital transformation and green HR practices in HRM systems, overall, affects productivity, innovation, and economic performance. This division prevents the embrace of the synergistic outcomes that come along with the planned alignment of technological progress with the HR strategies that are guided by the principles of sustainability.

Moreover, the literature is still very organization-focused, and the results are at the firm level, e.g., operational performance, efficiency, and environmental impact, but little effort is devoted to the fact that the given HRM practices have macroeconomic implications. Empirical and conceptual literature rarely goes further with the analysis to provide how digitally enabled green HR systems can lead to the increase of the economy in the sectoral or national levels. This divide is most pronounced in the emerging and developing economies, whose digital adoption and sustainability integration remains nascent and is restricted by the contextual factors like resource shortages and lack of skills and institutional barriers. Also, the consolidated conceptual frameworks explaining how the integrated Digital and Green HRM practices are converted into economic value creation are lacking. It is necessary to tackle these gaps in order to rebrand HRM as not just a functional operation of an organisation, but a strategic catalyst of sustainable economic development to ensure that not only the academic literature, but also policy impact, are furthered.

Methodology

The research design used in the study incorporates a conceptual and qualitative research design, which entailed a systematic review and synthesis of published literature. The aim of the paper is to create a theoretical knowledge and suggest a conceptual framework of the interconnections between Digital Human Resource Management, Green Human Resource Management, and economic growth, therefore, there was no primary data collection carried out. The most topical academic sources were found during detailed research of established academic databases, such as peer-reviewed journals, books, conference papers, and official reports in the fields of HRM, digital transformation, sustainability, and economic performance. The chosen research papers were filtered according to their relevance, conceptual rigor, and contribution to the knowledge about Digital HRM, Green HRM, and their organizational and economic implications.

The thematic approach was employed in the analysis, under which the literature was systematically grouped into important themes, including digital HR practice, green HR initiative, organization outcomes, and linkages between economic growth. Relationships among the concepts were determined through the comparison and synthesis of the results of studies, making it possible to create a synthesizing and integrative theory. This methodological choice enables patterns, gaps in research and theoretical connections to be identified that are not adequately covered in empirical research. The analysis through synthesizing various sources of literature offer a conceptualized framework that helps in understanding how integration of digital and green HRM

practices can serve as a strategic tool towards sustainable economic development, which can serve as a basis of future empirical research.

Conceptual Framework

The suggested conceptual model highlights the direct and indirect connections between Digital HRM, Green HRM, and economic growth with the help of well-defined mediating and moderating processes. The main independent variables are the Digital HRM practices and the Green HRM practices, but they combine together to create an integrated Digital-Green HRM system. This integration helps organizations to be technologically efficient and environmentally responsible at the same time making HRM a strategic driver and not an administrative function.

Integrated Digital-Green HRM and economic growth are not directly related, but occur by way of a number of mediating organizational outcomes. The productivity of employees is a very important intermediary, since digital technologies increase efficiency, whereas green practices make employees motivated and involved. Another essential mediator is innovation capability, which is reinforced by HR decisions that are data-driven and sustainability-focused learning systems. The relationship is mediated through ethical and responsible workforce behavior, which leads to the development of trust, accountability, and long-term value creation. Integrated HRM practices are further translated into results in terms of costs and efficiency of organizations operations to achieve long-term organizational competitiveness. The combined effect of these mediators is that transformation in HRM translates into macro level economic gains in the form of enhanced labor productivity and a sustainable growth.

The moderating variables are also built in the framework that determine the strength and effectiveness of such relationships. The level of success of organizations in adopting digital HR systems depends on digital infrastructure. The adoption is moderated by organizational culture and top management commitment, which affects the employee acceptance and the strategic alignment. The priorities of sustainability and digitalization depend on the institutional and regulatory environment, particularly in developing economies. Lastly, the skill levels of the workforce moderate the results as the ability of the organization to achieve effective use of green practices and advanced technologies depends on the level of skills.

In general, the framework offers a comprehensive and sound explanation of how organizational-level processes in which integrated Digital and Green HRM practices promote sustainable economic growth, and takes into consideration contextual factors.



Fig 1: Digital and Green HRM Synergy Framework for Sustainable Economic Growth

Results and Discussion

The review of the existing literature shows that the Digital HRM and the Green HRM separately lead to the increased organizational performance, but their combination yields more potent and more enduring effect. The above-reviewed studies, in general, suggest that digital HRM leads to efficiency, accuracy, workforce agility, and data-driven decision-making whereas green HRM enhances the environmental responsibility, ethical workforce conduct and the resilience of an organization over the long-term. When these two strategies are coordinated a better position is made where organizations can realize productivity gains, ability to innovate, and sustainability of operations to become very important channels to economic growth.

It is also discussed how integrated Digital-Green HRM is a strategic process, not a collection of practices. Green HR systems that are digitally enabled can be used to monitor sustainability activities in a transparent way, engage employees in environmental objectives, and minimize resource wastage. All these organizational outcomes add up to macro-level economic gains in the form of labor productivity, competitiveness triggered by innovation and sustainable value generation. The results also imply a contextual aspect of digital infrastructure, leadership commitment, and workforce skills to promote the success of this integration, especially in the developing economies. On the whole, the findings support the thesis that HRM, when revolutionized in terms of digitalization and sustainability, serves as a key catalyst of economic sustainable development, but not as a system of administrative support.

Strategic Policy Implications

This study has got important strategic policy implications on governments, organizations and regulatory bodies that seek to record sustainable economic growth. The Digital and Green Human Resource Management should not be regarded by policy-makers as an organizational project but as the key to making the country productive and competitive. The national labor and digital policies are therefore supposed to encourage the use of technology-based HR systems by incentives, development of infrastructure and capacity building programs, especially in the emerging economies

where the digital preparedness is not evenly distributed. Incorporating green policies in HR-related policies can also promote organizations to integrate green practices in recruitment, training and performance management systems. As an organizational policy, the HR leaders and top management must integrate the digital transformation strategies with the environmental sustainability objectives to build long-term value. The policies to support the development of green skills, ethical conduct of a workforce, and involvement of employees in sustainability efforts should be accompanied with investment in digital HR infrastructure. Policies on education and training will also need to change towards focusing on digital skills and environmental sensitivity so the workforce is prepared to facilitate the sustainable organizational change.

In a wider sense, the institutionalized structures must promote cross-sector cooperation between industry, academia, and policymakers, which would enable them to come up with standardized guidelines in implementing Digital Green HRM. These combined policy measures may reinforce human capital growth, improve human productivity, and make HRM a policy instrument of inclusive and sustainable economic growth.

Conclusion

The conceptualization of this paper is the combination of Digital Human Resource Management and Green Human Resource Management as a new form of sustainable economic growth. In synthesizing available literature, the paper is able to point out that digital transformation and sustainability-focused HR practices are no longer organizational strategies but complementary mechanisms that increase productivity and innovation, ethical workforce practices, and long-term organizational resilience. The results highlight the importance of the fact that digital technologies can be used as a strategy that can transform the conventional administrative role of HRM into an essential means of value creation and economic performance.

The conceptual framework proposed above shows how integrated Digital-Green HRM practices comprise the economic growth through the main organizational mediators like operational efficiency, workforce agility, and

sustainability outcomes and is contextual moderated by contextual moderators such as digital infrastructure, leadership commitment, and workforce skills. This combined approach is especially applicable to the emerging economies, where HRM transformation, being strategic, can hasten the growth, and simultaneously take care of the environmental and technological issues.

In general, the research can make contributions to the literature of HRM and sustainability by providing a comprehensive conceptual model, which connects the human capital transformation to the macroeconomic outcomes. It offers a basis of the empirical research in the future and educates policymakers and practitioners on the strategic relevance of integrating digitalization and sustainability in HRM to realize inclusive and sustainable economic growth.

Limitations of the Study

1. It is entirely an abstract and literature-based study that does not allow testing the hypothesized relationships and structure on an empirical level.
2. The results are based on available secondary sources and this can be biased in terms of the context, region or methodology that has been used in the previous research.
3. The conceptual framework fails to reflect industry-specific differences that can drive the adoption of Digital and Green HRM practices.
4. Without longitudinal evidence or empirical evidence, causal relations between the HRM practices and the economic growth cannot be conclusively set.
5. The research is more of the generalization of organizational situations and might not be truly representative of the informal, small-scale, or non-corporate employment environments.

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