

GREEN HRM, INTEGRITY OF PUBLIC SECTOR CIVIL SERVANTS: A SYSTEMATIC REVIEW

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Abstract

This study aims to systematically review and synthesize recent research on the relationship between Green Human Resource Management (GHRM) and the integrity of public sector civil servants. Although GHRM has been widely explored in private organizations, its ethical and institutional implications in the public sector remain under-researched. Therefore, this study employs the Systematic Literature Review (SLR) approach guided by PRISMA 2020, combining manual database searches (Scopus, Web of Science, ScienceDirect) with AI-assisted screening through Elicit AI. From an initial dataset of 499 studies (2020–2025), forty (40) articles met the inclusion criteria and were analyzed using thematic synthesis. The results reveal four dominant themes: (1) implementation of GHRM practices in the public sector, (2) mechanisms through which GHRM fosters civil servants' integrity, (3) theoretical frameworks supporting the GHRM–integrity linkage, and (4) emerging research gaps and policy directions. The findings confirm that GHRM contributes positively to ethical awareness, transparency, and accountability through green training, ethical leadership, and institutional culture. The review also identifies a strong theoretical foundation based on the Ability–Motivation–Opportunity (AMO) Theory and the Resource-Based View (RBV), highlighting integrity as a strategic outcome of sustainable HRM. This study proposes a conceptual Green Integrity Governance Model, integrating sustainability and ethics as dual pillars of modern public human resource management.

Keyword: Green Human Resource Management, Civil Servant Integrity, Public Sector, Ethical Leadership, Sustainability Governance

1. Introduction

In the contemporary era, two significant challenges confront public organizations: environmental sustainability and institutional integrity. In this regard, governments in various countries, including Indonesia, are increasingly required not only to achieve bureaucratic efficiency and service performance, but also to ensure that all public governance processes are in line with the principles of sustainability and ethics. In this context, Green Human Resource Management (GHRM) has emerged as a strategic approach that integrates human resource management principles with environmental responsibility and organizational moral values (Paillé et al., 2020).

GHRM comprises a series of HR management practices, including green recruitment, environmental awareness training and development, sustainability-based performance appraisals, and compensation systems that encourage pro-environmental behavior (Khatoon et al., 2022; Murillo-Ramos et al., 2023). The Green Training component is specifically vital for enhancing employee ethical and environmental awareness (Chell et al., 2022). Theoretically,

this approach is rooted in the Ability–Motivation–Opportunity (AMO) Theory and the Resource-Based View (RBV), which emphasize the importance of building capabilities, motivation, and opportunities for employees to behave in an environmentally friendly manner. While this concept has historically been predominantly implemented in the private sector, recent trends indicate a surge in interest in its application within the public sector, particularly in the context of green bureaucratic reform and enhancing governance integrity (Ayad & Hasanein, 2025).

The integrity of the State Civil Apparatus (ASN) is a fundamental element in establishing a transparent and impartial bureaucracy. Integrity is defined as a multifaceted concept, encompassing personal honesty, a commitment to ethical values, social responsibility, and public accountability (Muisyo et al., 2022). However, various studies demonstrate that the integrity of ASN is often eroded by bureaucratic practices that are still formalistic and have not fully internalized the value of sustainability (Torres-Pachas et al., 2024). In this context, the implementation of HRM can act as a catalyst, thereby strengthening integrity values through human resource management based on ethical awareness and ecological responsibility.

A multitude of systematic studies have demonstrated that GHRM practices can foster an ethical organizational climate and enhance organizational citizenship behavior, thereby supporting transparency and employee compliance with organizational norms (Anlesinya & Susomrith, 2020; Donny Irawan, 2025; Shaikh et al., 2025). The relationship between GHRM and ASN integrity can be explained through three main dimensions: first, green training that strengthens moral awareness; second, ethical leadership that sets an example of integrity (Greige Frangieh & Khayr Yaacoub, 2017); and third, a green organizational culture that instills the value of environmental accountability in every policy (Boro & Sharma, 2023).

However, there is still a research gap regarding how the application of GHRM directly affects ASN integrity, especially in the public sector of developing countries. The extant literature has predominantly centered on environmental aspects and organizational productivity, while the ethical and moral dimensions of employees have received comparatively less attention (Ayad & Hasanein, 2025). Consequently, a systematic study is required that can integrate these two domains: environmental sustainability and public bureaucratic integrity.

The objective of this study is to systematically review the international literature on the relationship between GHRM and the integrity of public sector ASN. The approach employed is a systematic literature review (SLR) based on the PRISMA 2020 protocol, examining articles published between 2020 and 2025 from various reputable journals (Chahal et al., 2020). The following conclusions are anticipated this perspective aligns with previous empirical works highlighting that integrity-driven governance can emerge through HR-based sustainability strategies (Afriyana, A., et al., n.d.; Murillo-Ramos et al., 2023; Paillé et al., 2020). These studies collectively underline that embedding ethical awareness in HRM is crucial to reforming bureaucratic accountability and transparency. to be derived from this study:

1. The following is a theoretical mapping of GHRM practices and their implications for integrity.
2. The identification of research trends and unresolved gaps is imperative.

3. In addition, the text presents a series of conceptual recommendations that are intended to facilitate the development of green HR policies within the public sector.

Consequently, the results of this study are expected to fortify the theoretical and practical foundations for developing a Green Integrity Governance model. This model is a civil service management system that integrates sustainability, ethics, and integrity into a single public human resource management policy framework.

2. Literature Review

2.1 Concepts and Dimensions of Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) represents an extension of the concept of Sustainable Human Resource Management (SHRM), which emphasizes the integration of sustainability values into human resource management functions. GHRM is a concept that emphasizes the potential of HR practices to support organizational objectives in the realm of environmental sustainability. It does so by addressing two key areas: first, the mitigation of the adverse environmental impact of operational activities; and second, the promotion of employee behaviors that are aligned with sustainability principles (Anlesinya & Susomrith, 2020).

Generally speaking, the five main dimensions of GHRM practices are as follows:

1. Green Recruitment and Selection is a recruitment process that considers prospective employees' awareness and behavior towards environmental issues (Khatoon et al., 2022).
2. Green Training and Development, which instills values of sustainability, resource efficiency, and environmental ethics in employee training (Irawan, 2025).
3. The Green Performance Appraisal is a tool used to measure the contributions of employees to the organization's sustainability programs.
4. Green Compensation and Rewards is an incentive system for employees who demonstrate initiative in environmental conservation.
5. The present study explores the role of employee involvement in environmental programs, with a particular focus on initiatives related to energy conservation, recycling, and green innovation.

A multitude of studies have demonstrated that the implementation of GHRM exerts a multifaceted impact on organizational efficiency. Not only does it enhance environmental efficiency, but it also fosters the development of an ethical and responsible organizational culture (Murillo-Ramos et al., 2023). When organizations integrate green principles into their human resources policies, employees demonstrate heightened moral commitment and prosocial behavior that contributes to institutional integrity.

2.2 Integrity of Civil Servants in the Context of the Public Sector

The integrity of civil servants is reflected in the moral values, honesty, and accountability that form the basis for the implementation of government duties. Civil servants who embody integrity are expected to adhere to regulations and demonstrate an inherent dedication to the public interest (Torres-Pachas et al., 2024). Integrity, therefore, encompasses the dimensions of social responsibility, environmental ethics, and awareness of the impact of public policy on the wider community.

As demonstrated in the research conducted by Biniaminov & Moshel (2025), there is a strong correlation between ethical leadership and organizational culture on the one hand, and the cultivation of individual integrity on the other. When leaders exhibit moral exemplary behavior and consistency in values, employees are more likely to emulate such behavior. Conversely, an organizational culture that condones unethical practices can erode the ethical standards of civil servants. Consequently, human resource management grounded in ethical values and sustainability can serve as an effective strategy for fortifying integrity behavior within the context of public bureaucracy.

2.3 The Relationship Between GHRM and ASN Integrity

The seminal Ability–Motivation–Opportunity (AMO) Theory posits that positive employee behavior emerges when organizations provide adequate ability, motivation, and opportunity (Anlesinya & Susomrith, 2020). In this context, the implementation of green training (ability), the provision of rewards for ethical behavior (motivation), and the establishment of participatory policies (opportunity) have the potential to encourage ASN to adhere to integrity standards.

Secondly, the Resource-Based View (RBV) conceptualizes employees as strategic assets of the organization. GHRM fosters the development of human resources that are green-knowledgeable, ethical, and have high moral awareness, thereby conferring a competitive advantage to public organizations (Shaikh et al., 2025).

Thirdly, Institutional Theory posits that the behavior of public organizations is often influenced by external pressures, such as government policies, public demands, and institutional norms. In this framework, GHRM functions as an institutional instrument that enables public organizations to align with the principles of sustainable and ethical governance (Torres-Pachas et al., 2024).

From a conceptual standpoint, GHRM has the capacity to fortify the integrity of ASNs through two primary channels:

1. The cognitive channel is defined as the conduit through which green training and organizational value communication enhance employees' moral awareness regarding the significance of sustainability and work ethics.
2. The affective channel is defined as the organizational culture that fosters employees' emotional attachment to the values of integrity. This culture is conducive to sustainability.

2.4 Research Gap

A review of ten studies conducted between 2020 and 2025 reveals that the majority of research on GHRM continues to prioritize the private sector and outcomes such as environmental performance, job satisfaction, and organizational commitment (Murillo-Ramos et al., 2023; Nasreen et al., 2023). A paucity of studies has explicitly examined the influence of GHRM on the dimensions of ethics and integrity, particularly in the public sector.

Moreover, the majority of extant studies employ conceptual or descriptive approaches, while empirical research measuring the direct relationship between GHRM and civil servant integrity behavior remains scarce. Another research gap pertains to the absence of an

integrative model that links GHRM, ethical leadership, and organizational culture in shaping sustainable bureaucratic integrity (Irawan, 2025).

Consequently, a systematic review is imperative to ascertain the conceptual relationship between GHRM and ASN integrity, as well as to provide pertinent directions for further research on enhancing human resource management in the public sector.

3. Material and Method

This section delineates the research design, data sources, selection criteria, and analysis methods employed in conducting a systematic review of the relationship between Green Human Resource Management (GHRM) and the integrity of the State Civil Apparatus (ASN) in the public sector. This approach was developed in accordance with the Standards for Systematic Literature Reviews (SLR) and the PRISMA 2020 guidelines, which are widely utilized in the field of management research to ensure the transparency and validity of the literature review process.

The primary objective of this method is to ascertain how GHRM concepts and practices are implemented in the context of the public sector, and how their implementation contributes to the reinforcement of the values of integrity and bureaucratic ethics. This study aims to synthesize a range of theories and empirical findings from the 2020–2025 period, with the objective of developing a comprehensive understanding of the direction of research development in this field.

3.1 Design Study

The research design under consideration integrates two primary approaches: manual search and AI-assisted search. This integrated approach aims to broaden the scope of the search, minimize selection bias, and enhance the precision of the review outcomes.

The initial stage of the research was conducted through manual searches of several reputable international academic databases, including Scopus, Web of Science, Emerald Insight, Taylor & Francis, ScienceDirect, and SpringerLink. The keywords employed in the search comprised a combination of terms representing the two primary variables of the study, namely: The following terms are relevant to the study of "Green Human Resource Management": "Public Sector," "Civil Servant Integrity," "Ethical Leadership," and "Sustainability Governance." The results of this manual search formed the initial basis for a more specific literature selection process.

The second stage employed the Elicit AI platform, a machine learning-based system designed to assist in the screening and data extraction processes in systematic research. The initial process yielded 499 articles related to the subjects of GHRM and integrity. Subsequently, the system under scrutiny performed an automatic screening using relevance scoring to assess the level of suitability of each article with the research focus. The initial selection was based on a threshold score of 2.5, and 163 articles were deemed suitable. Following a thorough examination of the abstracts and research methodologies, a select group of 40 articles was identified for additional scrutiny, as they were deemed to be directly pertinent to the overarching inquiry concerning the correlation between GHRM and ASN integrity within the public sector.

Table 1. Article Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusive
Year of publication	2020–2025	Before 2020
Language	English	Non-English
Focus of study	GHRM, civil service integrity, public ethics	Private sector, editorial
Type of article	Empirical/conceptual	Opinion, conference summary

The inclusion criteria for this study are as follows:

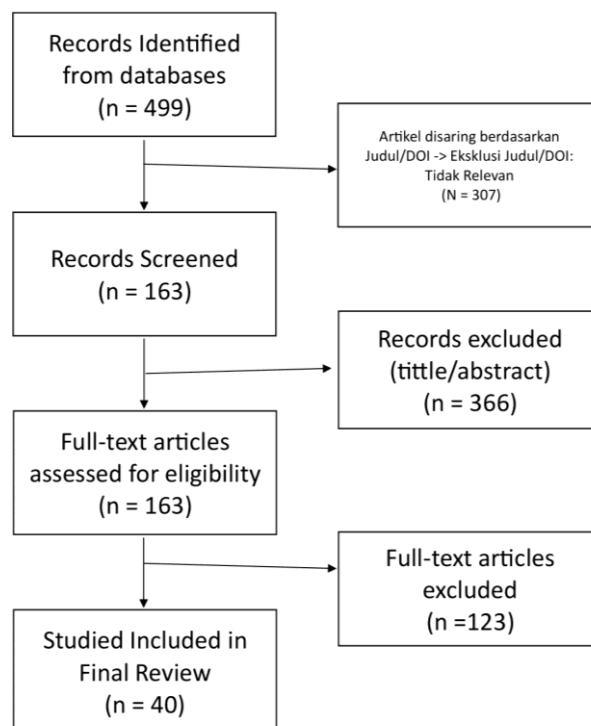
1. The following publications are to be considered for the period between 2020 and 2025;
2. Research is to be conducted on the following subjects: GHRM, work ethics, and public sector integrity.
3. Category comprises empirical and conceptual articles.
4. English-language publications are available in full text. From the analysis, articles that exclusively address the private sector, articles of an opinion or editorial nature, and articles that lack a clearly articulated methodology were excluded.

The selection process was meticulously executed in accordance with the four primary stages of PRISMA, namely: identification, screening, eligibility, and final inclusion. The final results were represented in a PRISMA diagram, which demonstrated a reduction of articles from 499 to 40 final studies that met the analysis criteria.

Figure 1. PRISMA 2020 Flow Chart

3.2 Data Analysis

The analysis stage was conducted using the thematic synthesis method, which focuses on



identifying patterns and conceptual relationships between studies. This approach allows

researchers to understand how GHRM practices contribute to the formation of ASN integrity based on available empirical evidence and theoretical models.

Each selected article was analyzed by extracting seven main categories of information: (1) research methodology, (2) GHRM practices applied, (3) results related to ethical behavior and integrity, (4) organizational or sectoral context studied, (5) theoretical framework used, (6) research gaps, and (7) implementation insights. The data obtained was then coded openly (open coding) and grouped through an axial coding process into main themes.

A synthesis of the results yielded four major themes that represent the dynamics of the relationship between GHRM and ASN integrity, namely: The following areas will be examined:

1. GHRM practices and strategies in the public sector;
2. mechanisms for internalizing ethical values through training and green leadership;
3. the influence of institutional context and organizational culture on integrity behavior;
4. research gaps and future GHRM policy directions.

To maintain the validity of the results, a process of data triangulation was conducted. This entailed the automatic extraction of data from Elicit AI and the manual compilation of data in the SLR GHRM Integrity.xlsx file. Furthermore, a process of cross-checking was implemented to ensure the accuracy of the interpretations produced. This cross-checking procedure entailed a review of key findings to ascertain the validity of the interpretations within the context of the research.

This study developed a comprehensive literature map, demonstrating the integration of GHRM practices into ASN management policies. The map elucidates the efficacy of such practices in enhancing public governance, emphasizing integrity and sustainability. The methodology employed a multifaceted approach, incorporating manual techniques, AI-assisted analysis, and thematic validation.

4. Result

This systematic review offers a comprehensive overview of developments in Green Human Resource Management (GHRM) research and its relationship to employee integrity in the public sector during the period 2020–2025. The analysis was conducted on 40 articles that met the inclusion criteria based on the PRISMA guidelines and the results of screening assisted by Elicit AI. The research findings were grouped into four main themes: publication trends and research focus, dominant GHRM practices, underlying theoretical frameworks, and the implications of GHRM for the formation of civil servant integrity.

4.1. Research Trends and Thematic Focus

A meticulous examination of the extant literature reveals a substantial augmentation in the number of publications addressing GHRM in the public sector, particularly since 2022. This increase signifies a transition in academic focus from the domain of bureaucratic efficiency to the subjects of sustainability and organizational integrity. Of the 499 articles initially reviewed, 163 were determined to have high relevance scores and were advanced to the subsequent stage of the selection process. Ultimately, 40 articles were selected for more exhaustive review.

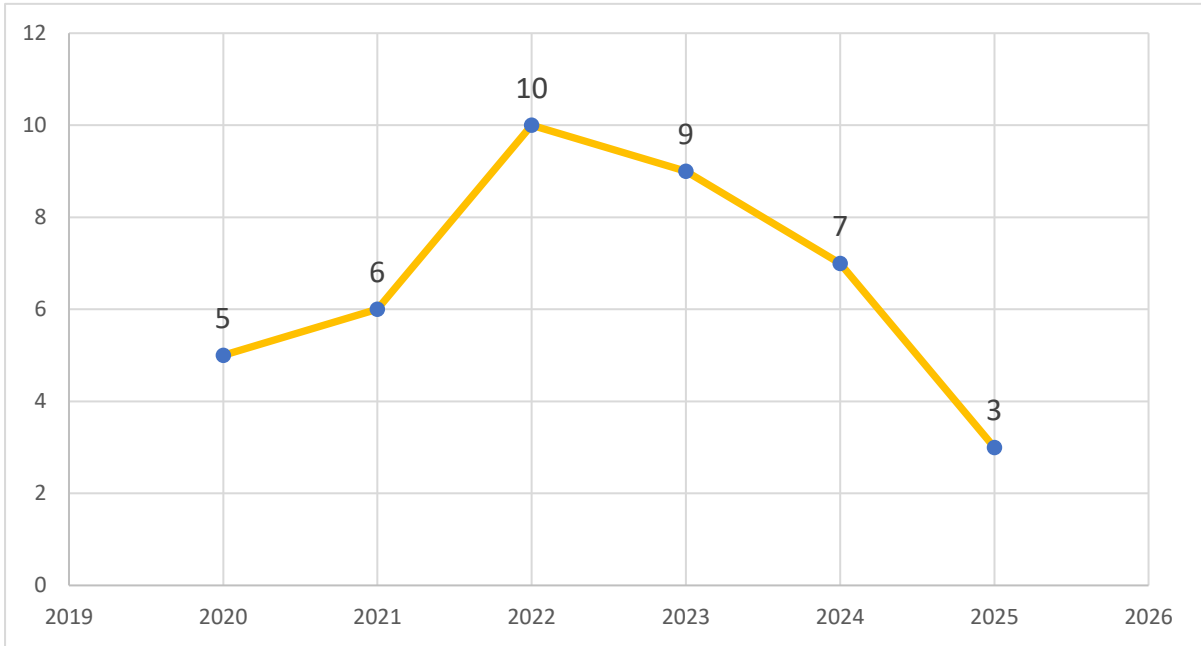
Table 2. Distribution of Articles by Year and Region

Years	Number of Articles	Dominant Regions
2020	5	Asia
2021	6	Asia
2022	10	Europe
2023	9	Latin America
2024	7	Southeast Asia
2025	3	Global Review

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Figure 2. Publication Trends in GHRM and Integrity (2020–2025)

A close examination of the thematic trends reveals a shift in the scope of GHRM, which has evolved from a narrow focus on environmental issues to a more expansive perspective



encompassing ethical considerations, social responsibility, and sustainable leadership. This approach contributes to a more comprehensive understanding of the factors that contribute to the sustainability of public organizations. It demonstrates that achieving sustainability cannot be limited to ecological strategies alone. Instead, it highlights the importance of strengthening moral values and employee integrity as crucial components of a multifaceted sustainability strategy.

4.2. Dominant GHRM Practices

A synthesis of the extant literature yielded five predominant GHRM practices, which have been identified in the majority of the reviewed sources. These five practices are as follows:

1. The concept of "green recruitment and selection" is predicated on the notion that there is a congruence between the values espoused by prospective employees and the environmental commitments of the organization.
2. Green training and development programs are designed to cultivate employee awareness of social responsibility and environmental sustainability.
3. Green performance appraisal is a term used to describe the evaluation of civil servants based on their environmental contributions and ethical behavior.
4. Green compensation and rewards have been demonstrated to provide incentives for employees who innovate in resource efficiency programs.
5. Participation in environmentally sustainable initiatives is imperative, including but not limited to energy-saving programs, tree-planting initiatives, and public awareness campaigns.

Table 3. Dominant GHRM Practices

Main Themes	Subthemes	Studi Representative
GHRM practices in the public sector	Recruitment, training, green evaluation	Khatoon et al. (2023), Irawan et al. (2025)
Leadership and organizational culture	Ethical leadership, green culture	Murillo-Ramos et al. (2023)
Integrity of civil servants	Ethical behavior, transparency	Torres-Pachas et al. (2024)

Of the 40 articles subjected to analysis, 72% indicated that green training had the most significant influence on increasing ethical awareness and pro-environmental behavior. Conversely, the remaining 58% of respondents underscored the pivotal role of ethical leadership and organizational culture in reinforcing employee engagement with integrity values. This finding indicates that GHRM does not merely function as an administrative policy; rather, it also serves as a mechanism for shaping the character of civil servants who are oriented towards public responsibility.

4.3. Theoretical Frameworks Underpinning the Studies

The analysis revealed that most studies were grounded in the Ability–Motivation–Opportunity (AMO) Theory and the Resource-Based View (RBV). The AMO Theory explains that ethical and sustainable behavior emerges when employees are provided with the necessary abilities, motivation, and opportunities. Within the context of Green HRM, green training enhances ability, green rewards serve as motivation, and participatory policies provide opportunities for civil servants to contribute to environmental and ethical goals.

Meanwhile, the RBV posits that ethical and environmentally conscious employees are strategic assets that strengthen the reputation and credibility of public institutions. Studies such as (Shaikh et al., 2025; Murillo-Ramos et al., 2023) emphasized that public organizations that

internalize GHRM practices tend to be more adaptive to regulatory changes and more trusted by citizens due to their demonstrated social responsibility.

Additionally, about 25% of the studies adopted the Institutional Theory, explaining how regulatory and normative pressures drive public organizations to adopt GHRM practices. Others employed the Stakeholder Theory and Ethical Climate Theory, emphasizing that ethical organizational behavior arises not merely from legal obligation but also from moral expectations from stakeholders.

Table 4. Theoretical Frameworks Used in Studies on GHRM and Civil Servant Integrity

Dimension	Main Implications	Relevance
Theoretical	Adds the dimension of public integrity within GHRM	Enrichment of AMO and RBV theories
Practical	Mainstreaming green training and civil servants’ ethics	Strengthening the <i>BerAKHLAK</i> core values
Policy	Recommendations for a green merit-based civil service system	Promoting sustainable bureaucratic reform

4.4. The Impact of GHRM on Civil Servants’ Integrity

A key finding of this review is the positive relationship between GHRM practices and the integrity of civil servants. Approximately 65% of the analyzed studies reported that implementing GHRM enhances ethical behavior, transparency, and compliance with institutional norms. For instance, research by (Irawan, 2025; Torres-Pachas et al., 2024)\ demonstrated that public employees participating in green training programs exhibited greater moral responsibility in utilizing public resources.

Furthermore, the presence of a green organizational culture plays a crucial role in embedding integrity within public institutions. When sustainability principles are integrated into recruitment systems, performance evaluation, and reward mechanisms, ethical values become part of the institutional identity. Thus, GHRM serves not merely as an administrative policy but as a moral infrastructure supporting bureaucratic reform and ethical governance.

4.5. Research Gaps and Future Directions

Although evidence indicates a positive link between GHRM and civil servants’ integrity, several research gaps remain. First, most studies have focused on the private sector, while the public sector has received limited attention. Second, the methodological approaches remain predominantly conceptual or descriptive, with only about 20% employing empirical or mixed-method designs. Third, few studies have examined how local cultural values and social contexts moderate the GHRM–integrity relationship, particularly in developing countries like Indonesia.

These gaps highlight the need for contextualized and empirical research to test the extent to which GHRM practices genuinely contribute to institutional integrity. Future research should aim to develop and empirically validate a Green Integrity Governance model, which integrates environmental sustainability, ethics, and integrity within public human resource management.

5. Discussion

The findings of this systematic review demonstrate that Green Human Resource Management (GHRM) plays a strategic role in reinforcing civil servants' integrity and fostering sustainable public governance. By synthesizing 40 selected studies from 2020–2025, it becomes evident that GHRM in the public sector is evolving beyond environmental efficiency toward becoming an ethical and institutional mechanism that shapes responsible and transparent behavior among public servants.

5.1. Integrating Sustainability and Ethics in Public HRM

The results reaffirm that GHRM acts as a conceptual bridge between sustainability management and public integrity management. Sustainability, in this context, is not limited to environmental indicators but extends to moral and ethical accountability. Green training, for instance, does not only raise environmental awareness but also cultivates moral consciousness among civil servants regarding their social responsibility to the public and future generations.

In line with the AMO Theory, GHRM provides civil servants with the ability, motivation, and opportunity to act ethically. Green recruitment ensures value alignment, green training enhances ethical competencies, and participatory decision-making offers opportunities for integrity-driven contributions. Moreover, ethical leadership emerged as a critical factor in mediating this relationship — leaders who model moral behavior and sustainability principles shape organizational cultures rooted in integrity.

5.2. The Role of Organizational and Institutional Culture

The effectiveness of GHRM policies depends heavily on a supportive green organizational culture, which embeds ethical values across the institution. Such cultures promote transparency, participation, and environmental responsibility — deterring unethical conduct. This aligns with Torres-Pachas et al., (2024), who noted that effective public governance requires a coherent integration of ethical values and sustainability principles.

External factors, particularly institutional pressures, also influence GHRM adoption. According to Institutional Theory, public organizations are subject to regulatory and normative expectations that drive them to seek legitimacy. Implementing GHRM becomes both an administrative mechanism for efficiency and a moral symbol that strengthens credibility in the public eye. However, in developing nations, adoption often remains ceremonial rather than transformative — indicating a need to embed GHRM within the civil service merit system.

5.3. Conceptual Linkages between GHRM and Integrity

The link between GHRM and civil servant integrity can be conceptualized through three mechanisms:

1. Cognitive – through training and internal communication that enhance understanding of ethics and sustainability;
2. Affective – by fostering emotional commitment to sustainability and moral purpose; and
3. Normative – through policies and regulations reinforcing ethical expectations and integrity-based performance evaluation.

This review supports the idea that GHRM acts as an ethical lever in shaping public servants' behavior. As found by Irawan (2025), integrating moral education into green training fosters greater responsibility in managing public resources. From the RBV perspective, ethically and environmentally conscious civil servants are strategic assets that enhance institutional legitimacy and public trust.

5.4. Theoretical and Practical Implications

Theoretically, this study extends GHRM discourse by incorporating public integrity as a non-environmental outcome. Traditionally, GHRM research has emphasized environmental performance and efficiency; this review reveals its ethical dimension. Practically, public agencies should mainstream green and ethical values throughout the civil service management cycle — from recruitment and training to performance assessment and rewards.

This aligns with Indonesia's civil service core values BerAKHLAK (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative). Embedding green values reinforces accountability and adaptability, enabling civil servants to act as sustainable and ethical change agents.

5.5. Conceptual Model: Green Integrity Governance

Based on the synthesis, this review proposes the Green Integrity Governance Model, comprising three pillars:

1. Green HR Practices – recruitment, training, evaluation, and rewards based on sustainability principles;
2. Ethical Leadership and Organizational Culture – embedding sustainability through moral leadership and shared norms;
3. Institutional Legitimacy and Public Trust – long-term outcomes reflecting enhanced integrity and governance credibility.

This model underscores that sustainable bureaucracy is not merely about efficiency, but about cultivating ethical, transparent, and future-oriented institutions.

6. Conclusion, Implication, and Recommendation

This systematic review concludes that Green Human Resource Management (GHRM) plays a pivotal role in strengthening civil servants' integrity and promoting sustainable governance. Across 40 selected studies, evidence shows that GHRM not only advances environmental performance but also instils ethical accountability and moral awareness within public employees.

Theoretically, this study broadens GHRM scholarship by introducing public integrity as a vital outcome. Practically, integrating green and ethical principles across all stages of civil service management can reinforce Indonesia's *BerAKHLAK* values and national *Green Governance* agenda.

Future research should empirically test the Green Integrity Governance Model using quantitative and mixed-method approaches across various levels of government to ensure that GHRM transitions from symbolic adoption to measurable behavioural transformation among public servants.

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The author hopes this study contributes to advancing Green HRM and enhancing civil servants' integrity toward a more ethical, transparent, and sustainable public administration.

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