

SYSTEMATIC REVIEW ON THE INFLUENCE OF GREEN HRM PRACTICES, SUSTAINABLE WORK CULTURE, AND CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE ENGAGEMENT THROUGH ORGANIZATIONAL COMMITMENT

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Abstract

In organizations that prioritize sustainability, employee engagement serves as a strategic element in generating value and fostering customer loyalty. This study systematically examines the influence of Green Human Resource Management (GHRM), sustainable work culture, and Corporate Social Responsibility (CSR) on employee engagement, with organizational commitment (OC) acting as a mediating variable. A Systematic Literature Review (SLR) was manually conducted on 76 Scopus-indexed articles published between 2019 and 2025, employing Boolean operators and keyword mapping techniques. The findings reveal that GHRM influences engagement through green empowerment and green training; work culture exerts its influence through values, ethics, and spirituality; while CSR contributes through meaningful work and trust. Organizational commitment functions as a key mediator that links these three elements to employee engagement, which in turn impacts employee involvement. The integrative conceptual model, grounded in Social Exchange Theory, the AMO Framework, and Stakeholder Theory, connects sustainability strategies with customer loyalty. This study contributes to the advancement of cross-disciplinary frameworks and offers practical recommendations for value-based human resource and marketing management.

Keywords: Green HRM, Sustainable Work Culture, CSR, Organizational Commitment, Employee Engagement..

Introduction

In the context of sustainability-oriented organizations, human resource management (HRM) is no longer solely focused on economic efficiency but also strategically integrates ecological and social values. Green Human Resource Management (GHRM) practices, sustainable work culture, and Corporate Social Responsibility (CSR) have been identified as approaches that strengthen employee engagement, which in turn impacts service quality, customer experience, loyalty, and employees' intention to stay engaged (Gupta & Jangra, 2023; Zaman et al., 2025). The literature indicates that GHRM enhances engagement through the reinforcement of motivation, the creation of meaningful work, and active participation (Xie & Lau, 2023; Austen & Piwowar-Sulej, 2024; Pooja & Bhavani, 2025; Fazriyani, 2024). Meanwhile, a sustainable work culture promotes engagement by fostering an ethical and inclusive working environment (Wiśniewska & Grudowski, 2024; Darmawan et al., 2024; Al Ghunaimi & Kassim, 2025). CSR also contributes to engagement by strengthening organizational identity, emotional commitment, and the company's attractiveness as a workplace (Sergeeva & Kapetanaki, 2022; Huang et al., 2024; Faddila & Senen, 2023; Song et al., 2024; Barkay, 2025).

Existing research tends to be fragmented and reveals several gaps. Some studies focus solely on GHRM without considering the role of work culture or CSR (Zaman et al., 2025; Tahir et al., 2024), while others overlook the mediating function of organizational commitment (Kamaruddin & Ali, 2025; Rachman & Diandra, 2024; Olekanma et al., 2024; Chand et al., 2024). However, organizational commitment is a crucial psychological mechanism linking organizational practices to work behavior (Darmawan et al., 2024; Aguirre-Camarena et al., 2024; Rey-Tienda et al., 2025; Kaul et al., 2024). To date, no systematic review has been found that integrates GHRM, sustainable work culture, and CSR within a theoretical model that positions organizational commitment as an intervening variable influencing employee engagement. This gap underscores the urgency of reflective and comprehensive research. This study aims to systematically analyze the relationship between GHRM, sustainable work culture, and CSR on employee

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engagement, with organizational commitment as a mediating variable. It is expected to enrich both theoretical and practical understanding of organizational sustainability through strategic HRM approaches that impact both internal and external loyalty. This study also formulates the following key questions: (1) how do GHRM, work culture, and CSR influence engagement?; (2) how does organizational commitment mediate these relationships?; and (3) what is the future research agenda from theoretical, empirical, and practical perspectives?

Research Methodology

This study adopts a Systematic Literature Review (SLR) approach to construct a scientific synthesis of the influence of Green Human Resource Management (GHRM), sustainable work culture, and Corporate Social Responsibility (CSR) on employee engagement, with organizational commitment (OC) as an intervening variable. SLR was chosen for its capacity to present scientific evidence in a structured and objective manner (Snyder, 2019). The procedure was conducted manually and included the stages of searching, selecting, and synthesizing literature. Inclusion criteria comprised peer-reviewed English-language articles published between 2019 and 2024, focusing on GHRM, organizational culture, CSR, OC, and engagement, and available in full-text format. Editorial articles, duplicates, and non-empirical studies were excluded from the analysis.

Literature sources were obtained through the Scopus database (Q1–Q4), using a search strategy based on Boolean operators and the keywords “Green HRM AND Employee Engagement”, “Sustainable Work Culture AND Employee Engagement”, “Corporate Social Responsibility AND Employee Engagement”, and “Organizational Commitment AND Employee Engagement” (Elsevier, 2023). The process utilized advanced search features and was tailored to relevant subject areas to ensure both breadth and representativeness of the literature. A combination of keywords was employed to capture the range of conceptual terms across studies with thematically related content. Data analysis was carried out through manual thematic synthesis to identify key themes, map inter-variable relationships, and formulate theoretical contributions from the analyzed literature (Thomas & Harden, 2008). The results of this synthesis serve as the foundation for constructing a more integrative conceptual understanding of the relationship between GHRM practices and employee engagement dynamics in the context of sustainable organizations.

RESULTS AND DISCUSSION

General Description of the Literature

Theme 1: Green Human Resource Management Practices and Employee Engagement

The relationship between Green Human Resource Management (GHRM) and employee engagement occupies a strategic position in contemporary HRM discourse, in line with organizations' growing need to internalize sustainability values. An analysis of 19 selected scholarly articles (2019–2025) reveals a surge in publications, diversification of methodological approaches, and maturation of theoretical constructs (Austen & Piwowar-Sulej, 2024; Pooja & Bhavani, 2025; Suleman et al., 2025). Most studies employed bibliometric and systematic literature review methods (Austen & Piwowar-Sulej, 2024; Pooja & Bhavani, 2025; Fazriyani, 2024; Mohapatra et al., 2023), followed by quantitative approaches using PLS-SEM (Murdiono & Hamidah, 2025; Vasudevan et al., 2024; Al-Sabi & Al-Ababneh, 2024), as well as qualitative and conceptual investigations (Rachman & Diandra, 2024; Murillo Ramos, 2023).

Thematically, the literature is categorized into three core areas: (1) the role of GHRM in fostering an engagement-supportive work environment through empowerment, motivation, and participation (Xie & Lau, 2023; Gupta & Jangra, 2023; Chand et al., 2024); (2) the link between engagement and employee loyalty and involvement (Prasidi, 2025; Zaman et al., 2025; Miah & Szabó-Szentgróti, 2024); and (3) the contribution of specific GHRM dimensions—such as green training, green rewards, green culture, and green voice—in strengthening emotional and functional engagement (Murdiono & Hamidah, 2025; Murillo Ramos, 2023; Prasidi, 2025). Employee engagement is also positioned as a strategic intermediary between GHRM and both environmental performance and customer loyalty (Tahir et al., 2024; Olekanma et al., 2024; Suleman et al., 2025). GHRM contributes to the construction of green organizational identity and reinforces emotional branding, thereby influencing customer perceptions and service quality (Grześ-Bukłaho & Kłoczko, 2024; Al-Sabi & Al-Ababneh, 2024).

Theme 2: Work Culture and Employee Engagement

Work culture plays a central role in shaping organizational behavior and enhancing employee engagement, particularly within the context of sustainability and innovation. An analysis of 20 scholarly articles (2021–2025) highlights increasing attention toward the contribution of work culture in creating empowering and adaptive environments (Al Ghunaimi & Kassim, 2025; Singh & Khan, 2025; Rey-Tienda et al., 2025). Most studies adopted

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quantitative approaches using SEM and PLS-SEM techniques (Bijalwan et al., 2024; Sodiq et al., 2024; Rey-Tienda et al., 2024), supplemented by systematic reviews, bibliometric analyses, and qualitative observational studies (Kaul et al., 2024; Singh & Khan, 2025; Winarno & Kusumaningrum, 2024). Three dominant themes emerged from the literature: (1) psychological empowerment as a driver of active engagement (Kaul et al., 2024; Johari & Hassan, 2021; Ahmada et al., 2024); (2) person–organization fit enhancing emotional attachment (Rey-Tienda et al., 2025; Khanna et al., 2022); and (3) the influence of ethical, collaborative, and religious work cultures on engagement (Abdurrahman et al., 2023; Sawan, 2021; Sodiq et al., 2024; Atiya et al., 2024). Organizational culture is further reinforced through transformational leadership and emotional intelligence, both of which play vital roles in fostering employee affection and empathy (Zhong & Zhu, 2024; Singh et al., 2024; Sudiro et al., 2023). Overall, findings consistently demonstrate that a strong work culture not only enhances engagement but also positively influences service quality, customer perception, and employee involvement intentions (Irshad et al., 2022; Mehta et al., 2022; Yusof et al., 2024).

Theme 3: Corporate Social Responsibility (CSR) and Employee Engagement

In contemporary literature, Corporate Social Responsibility (CSR) is no longer viewed merely as a tool for external reputation building but as an internal strategy that strengthens employees' emotional, cognitive, and behavioral engagement. A systematic analysis of 18 articles reveals CSR's critical role in fostering psychological connections between individuals and organizations, while simultaneously boosting productivity, service quality, and customer loyalty. The increase in publications from 2023 to 2025 reflects growing interest in CSR as a catalyst for strategic engagement (Tripathi, 2024; Singh & Khan, 2025; Kaul et al., 2024). Quantitative studies dominate, particularly those using PLS-SEM and SEM techniques (Malpani et al., 2024; Huang et al., 2024; Song et al., 2024; Kholis et al., 2023), accompanied by contributions from systematic reviews, bibliometric mapping, and critical reviews that enrich theoretical foundations (Faddila & Senen, 2023; Rosário & Figueiredo, 2023; Sergeeva & Kapetanaki, 2022; Barkay, 2025; Atiya et al., 2024; Rando Cueto et al., 2024).

Five main themes were identified: (1) CSR as a source of meaningful work and organizational identity, enhancing emotional engagement (Sergeeva & Kapetanaki, 2022; Rosário & Figueiredo, 2023; Çelik et al., 2024); (2) internal CSR as a substitute for worker representation, fostering a sense of belonging and loyalty (Barkay, 2025); (3) green CSR as a trigger for proactivity and emotional branding (Kusumastuti, 2024; Veleva et al., 2024; Huang et al., 2024); (4) CSR as a catalyst for psychological empowerment and positive affective behavior (Kaul et al., 2024; Malpani et al., 2024); and (5) ethics-, spirituality-, and well-being-oriented CSR, generating transcendent work meaning and emotional loyalty (Atiya et al., 2024; Shaikh & Singh, 2024; Rando Cueto et al., 2024). Positive perceptions of internal CSR have been shown to promote proactive service behavior, which in turn affects customer satisfaction and employees' intention to engage (Huang et al., 2024; Song et al., 2024).

Theme 4: Organizational Commitment and Employee Engagement

Organizational Commitment (OC) serves as a psychological foundation that strengthens employee engagement (EE) through affective affiliation, value alignment, and behavioral loyalty. Within the framework of strategic HRM, OC is positioned as a key mediator linking organizational stimuli—such as culture, leadership, CSR, and empowerment—to work engagement that drives both employee loyalty and involvement. A systematic analysis of 19 articles affirms the role of OC as a driver of engagement across various organizational contexts. Publication trends in 2023–2024 further establish OC's position as a strategic mediating variable in value-based organizations (Darmawan et al., 2024; Aguirre-Camarena et al., 2024; Kaul et al., 2024). The literature is dominated by quantitative approaches using SEM and PLS-SEM (Sodiq et al., 2024; Hosen et al., 2024; Arif et al., 2023), along with systematic reviews, bibliometric mapping, and critical reviews that explore the evolving dynamics of OC within EE research (Aguirre-Camarena et al., 2024; Kakoty et al., 2024; Raju et al., 2023; Tabash et al., 2023; Kişi, 2023).

Five major clusters emerge. First, OC as a mediator between organizational stimuli and EE, such as support and quality of work life (Bijalwan et al., 2024; Liestiawati et al., 2020; Sudiro et al., 2023). Second, OC as an outcome of transformational leadership and psychological empowerment that strengthens affective engagement (Aguirre-Camarena et al., 2024; Jambulingam et al., 2024; Kaul et al., 2024). Third, value-, culture-, and spirituality-based OC that reinforces emotional bonds and meaningful work (Atiya et al., 2024; Sodikin & Fachrunnisa, 2023; Palomino-Flores, 2025). Fourth, OC as a driver of service excellence and loyal behavior, especially in the hospitality sector, enhancing customer orientation and employee engagement (Hosen et al., 2024; Rabiul et al., 2025; Sodiq et al., 2024). Fifth, OC as a sustainability enabler through improved retention, behavioral stability, and service continuity (Tabash et al., 2023; Kişi, 2023; Rey-Tienda et al., 2025).

2. Thematic Synthesis

Theme 1: Green Human Resource Management Practices and Employee Engagement

The relationship between Green Human Resource Management (GHRM) practices and employee engagement is a strategic focal point in the discourse on organizational sustainability. Based on a systematic analysis of 19 scholarly articles, GHRM is found to play a fundamental role in fostering employee engagement across motivational, affective, and behavioral dimensions. In this context, employee engagement not only strengthens internal loyalty but also contributes to customer satisfaction and enhances employees' intention to remain engaged. The majority of studies affirm that GHRM directly promotes engagement by creating a green work environment, fostering psychological empowerment, and internalizing sustainability values. Findings by Austen and Piwowar-Sulej (2024) and Pooja and Bhavani (2025) reveal that engagement grows in line with the implementation of a green work culture that instills a sense of purpose in employees. Meanwhile, Tahir et al. (2024) emphasize GHRM's contribution to advancing the Sustainable Development Goals (SDGs), reinforcing employees' organizational commitment in the process.

Engagement is further supported by functional GHRM practices, including green training, green rewards, green performance management, and green leadership (Murdiono & Hamidah, 2025; Prasidi, 2025; Vasudevan et al., 2024). Rachman and Diandra (2024) highlight the integration of information systems into GHRM, which accelerates empowerment and engagement through digital efficiency. From an empowerment perspective, Xie and Lau (2023) argue that empowerment serves as a key pathway for enhancing emotional and participative engagement. Furthermore, several studies identify mediating and moderating variables in the relationship between GHRM and engagement. These include employee empowerment (Xie & Lau, 2023; Rachman & Diandra, 2024), green voice (Murillo Ramos, 2023), and job satisfaction (Al-Sabi & Al-Ababneh, 2024). Murdiono and Hamidah (2025) confirm that employee engagement mediates the relationship between green training and sustainable behavior. Gupta and Jangra (2023) and Mohapatra et al. (2023) also underscore the importance of employee commitment and job satisfaction as reinforcers of engagement within the GHRM framework.

In the context of loyalty and employee involvement, engagement fostered through GHRM plays a critical role in shaping customer experience and enhancing the organization's emotional branding. Zaman et al. (2025) identify engagement as a trigger for pro-environmental behavior, which strengthens the company's green image and influences customer perceptions and purchasing decisions. Grześ-Bukłaho and Kłoczko (2024) and Olekanma et al. (2024) add that high engagement enhances internal loyalty, which in turn positively affects service quality and external loyalty. Moreover, Suleman et al. (2025) and Chand et al. (2024) assert that GHRM is not merely an internal strategy but serves as a differentiating value that fosters long-term customer relationships, especially in the service and hospitality sectors. In this regard, employee engagement fosters continuity of service quality, which is a crucial prerequisite for customer retention and sustained employee involvement. Thus, GHRM can be positioned as a strategic enabler in building robust engagement. Engagement driven by GHRM practices not only supports internal organizational sustainability but also creates relational value that directly contributes to customer loyalty. These findings underscore the urgency of integrating GHRM into business strategy as a bridge between organizational sustainability and market advantage.

Theme 2: Sustainable Work Culture and Employee Engagement

Sustainable work culture has become a central focus in human resource management studies due to its strategic role in shaping employee engagement. A healthy, adaptive, and value-based organizational culture not only strengthens the internal relationship between individuals and the organization but also contributes to enhanced service quality and customer loyalty. Based on a synthesis of 20 selected articles, work culture is shown to play a multidimensional role in fostering employee engagement that impacts both retention and sustained involvement. Most studies affirm that organizational culture functions as a value-based foundation that creates emotional and psychological attachment between employees and their organizations. Al Ghunaimi and Kassim (2025) and Singh and Khan (2025) underscore culture as a key determinant of engagement, particularly in multinational settings and service sectors. A work culture that promotes collaboration, openness, and innovation fosters a positive psychological climate that enhances active participation.

Identified cultural dimensions include empowering, ethical, spiritual, adaptive, and excellence-oriented cultures. Kaul et al. (2024) and Johari and Hassan (2021) emphasize the importance of psychologically empowering cultures as a primary driver of engagement. Empowered employees exhibit autonomous behavior that improves customer experience. Meanwhile, ethical culture contributes to moral-based engagement, as discussed by Abdurrahman et al. (2023) and Sodik et al. (2024), with positive implications for service integrity. A spirituality-based work culture (Atiya et al., 2024; Palomino-Flores, 2025) reinforces emotional and transcendent engagement, allowing

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work to become an expression of personal values. Adaptive and innovative cultures, as described by Kurniawati et al. (2023) and Gupta et al. (2023), are essential in navigating digital transformation and organizational diversity. In this context, value flexibility and a sense of inclusion strengthen engagement in multicultural environments. Engagement fostered by organizational culture also impacts customer loyalty and positive perceptions of the organization. Cultures that support employee well-being create a service atmosphere that is friendly and responsive (Van Loon et al., 2021; Rey-Tienda et al., 2024). Such engagement not only enhances job satisfaction but also improves service quality, ultimately encouraging repurchase behavior (Wiśniewska & Grudowski, 2024; Mehta et al., 2022). The factor of person–organization fit further amplifies engagement. Rey-Tienda et al. (2025) and Khanna et al. (2022) show that value congruence between individuals and organizations strengthens affective and behavioral engagement, which leads to trust and customer loyalty through consistent and meaningful service delivery. Organizational culture also shapes the company’s collective identity in the eyes of customers. A strong and inclusive culture reinforces emotional branding (Singh et al., 2024; Huang & Xie, 2024). Engaged employees are more likely to authentically communicate the organization’s values through meaningful service interactions. Therefore, a sustainable work culture not only shapes internal employee engagement but also acts as a strategic link between the quality of work relationships and customer loyalty. Engagement supported by organizational culture functions as a catalyst for service quality, customer trust, and sustained employee involvement decisions.

Theme 3: Corporate Social Responsibility (CSR) and Employee Engagement

In contemporary research, Corporate Social Responsibility (CSR) is no longer perceived merely as an external strategy, but has evolved into a critical internal instrument for strengthening employee engagement. Based on a synthesis of 18 selected articles, CSR emerges as a key driver in forming psychological, moral, and affective bonds between employees and organizations, with significant implications for work quality, internal loyalty, and positive customer perceptions of the company. Systematic studies indicate that employees’ perceptions of internal CSR significantly influence work engagement. Huang et al. (2024) and Malpani et al. (2024) assert that high perceptions of organizational commitment to social and environmental values foster trust, which in turn drives affective engagement and positive behavioral outcomes. Song et al. (2024) add that CSR shapes employer attractiveness and a sense of belonging beginning as early as the recruitment phase. From the perspective of Sergeeva and Kapetanaki (2022), CSR serves as a strategic narrative that shapes employees’ emotional identification with the organization.

CSR is also associated with moral work orientation, service proactivity, and alignment of individual and organizational values. Studies by Kaul et al. (2024) and Atiya et al. (2024) show that internal CSR promotes psychological empowerment, enhancing intrinsic motivation and engagement. Barkay (2025) positions CSR as an alternative to formal labor representation, fostering value-based engagement and trust-based affiliation. Findings from Faddila and Senen (2023) and Rando Cueto et al. (2024) highlight how CSR fosters a harmonious work climate that strengthens emotional involvement. The proactive aspect of service delivery also emerges as a dominant implication of CSR-driven engagement. Huang et al. (2024) and Çelik et al. (2024) report that internal CSR increases service motivation and internal communication, directly impacting the quality of customer interactions. CSR motivates employees to deliver emotionally resonant services, creating differentiation and superior customer experiences.

From a strategic perspective, CSR has been shown to reinforce brand trust and employee engagement, positioning engagement as a bridge between internal values and external organizational outcomes. Rosário and Figueiredo (2023, 2024), Veleva et al. (2024), and Kholis et al. (2023) demonstrate that inclusive and consistent CSR practices enhance corporate reputation and customer loyalty. Kaul et al. (2024) further explain that CSR-based employee empowerment drives service excellence and strengthens repeat purchase behavior. Shaikh and Singh (2024) and Çelik et al. (2024) emphasize the importance of ethical foundations and strategic communication in shaping positive brand perceptions and employee engagement. CSR also plays a role in building emotional branding through employees’ emotional involvement. Rando Cueto et al. (2024) and Baruah et al. (2023) conclude that employees engaged in strong CSR environments are more likely to authentically represent the company’s image through their service interactions. This reinforces long-term customer trust, as confirmed by Singh and Khan (2025) in their mapping of value-based engagement trends. Thus, CSR should not be viewed merely as a tool for external image-building, but as a strategic internal resource that strengthens employee engagement, promotes proactive work values, and creates emotionally charged service experiences that support brand trust and long-term employee involvement. These findings reinforce the need to position CSR as an integrative pillar in HRM strategies aimed at sustainability and long-term customer loyalty.

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Theme 4: Organizational Commitment (OC) as an Intervening Variable

Organizational Commitment (OC) functions as a psychological foundation that bridges organizational values and employee engagement (EE). In systematic reviews, OC is not only positioned as an outcome of interventions such as GHRM, work culture, and CSR, but also as a strategic intervening variable mediating their influence on work engagement, which in turn affects service performance and customer loyalty. A wide array of literature confirms OC's role as a link between GHRM practices, sustainable work culture, and CSR and employee engagement. Bijalwan et al. (2024) highlight that OC mediates the influence of organizational culture on engagement, fostering a harmonious work environment that supports enthusiasm and loyalty. Kaul et al. (2024) emphasize that empowerment rooted in GHRM is only effective when reinforced by OC as a psychological bond. Rey-Tienda et al. (2025) further underline that OC strengthens the alignment between individual and organizational values in relation to work culture and engagement.

The mediating role of OC in the CSR–engagement relationship is clarified by Aguirre-Camarena et al. (2024) and Barkay (2025), who argue that the perception of CSR influences engagement only when facilitated by OC, which cultivates emotional affiliation and work ethics. Rabiul et al. (2025) even describe OC as the organization's moral foundation, reinforcing dedication to service and customer retention. Conceptually, OC serves as a psychological mediation mechanism that aligns organizational values with work behaviors. It functions as a cognitive-affective bridge, transforming organizational expectations into proactive behaviors. Atiya et al. (2024) and Sodikin & Fachrunnisa (2023) stress the importance of spiritual organizational commitment as a form of religious commitment that enhances meaningful engagement. Meanwhile, models by Kakoty et al. (2024) and Jambulingam et al. (2024) show that OC developed through transformational leadership and emotional intelligence reinforces engagement via deep emotional bonds.

The literature also confirms the critical role of the OC–EE relationship in advancing organizational sustainability. Tabash et al. (2023) argue that OC serves as a pillar of retention and engagement, supporting service stability and long-term loyalty. Sodik et al. (2024) and Hosen et al. (2024) add that high levels of OC foster a positive work environment, enhance service quality, and build customer trust. Engagement rooted in OC results in consistent service and strengthens emotional connections with customers, which in turn determines sustained employee involvement (Kaul et al., 2024; Mehta et al., 2022; Rabiul et al., 2025). OC also reinforces the link between employee well-being and engagement. Studies by Kailay et al. (2024) and Arif et al. (2023) show that employee well-being alone is insufficient without OC, which serves as a value-based binding force between the individual and the organization. In the hospitality context, OC has been shown to enhance service quality and brand trust through emotional engagement in customer interactions (Sudiro et al., 2023; Liestiawati et al., 2020). Therefore, in this systematic literature, OC is positioned as a crucial transitional variable that strengthens the connection between organizational sustainability strategies and employee engagement. Its function as a psychological mediator ensures that GHRM initiatives, work culture, and CSR are effectively internalized into engaged and loyal work behaviors that directly influence employee trust and involvement.

Thematic Synthesis and Integrated Conceptual Model

The previous thematic synthesis indicates a strong interconnection between Green Human Resource Management (GHRM) practices, sustainable work culture, and Corporate Social Responsibility (CSR) in shaping employee engagement (EE). However, this relationship is neither linear nor direct. The literature consistently emphasizes the psychological mediating role of organizational commitment (OC), which functions as a value-binding agent linking organizational strategies with employee engagement behaviors. Engagement that emerges within a high-value organizational ecosystem subsequently acts as a bridge between internal sustainability systems and consumer loyalty. Based on a systematic synthesis of 76 articles across the four main themes, an integrated conceptual framework was developed to represent the strategic interrelationships among the variables in a holistic and sustainable manner. The model adopts a relational and transformative approach, depicting a value chain from sustainability practices → psychological mechanisms → employee behavior → external organizational outcomes.

Within this framework, GHRM is positioned as a foundational element in fostering awareness and empowerment related to sustainability values (Tahir et al., 2024; Austen & Piwovar-Sulej, 2024; Pooja & Bhavani, 2025). Through green training, green rewards, and green leadership, GHRM encourages the development of a proactive mindset (Murdiono & Hamidah, 2025; Xie & Lau, 2023). Sustainable work culture serves as a value infrastructure that cultivates harmony, psychological safety, and alignment between personal and organizational values (Kaul et al., 2024; Johari & Hassan, 2021; Singh & Khan, 2025). Empowering, ethical, and adaptive cultures have been shown to enhance a sense of belonging and trust, which are foundational to engagement (Atiya et al., 2024;

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Kurniawati et al., 2023). CSR functions as the moral and social pillar that strengthens emotional affiliation and work meaningfulness (Sergeeva & Kapetanaki, 2022; Malpani et al., 2024; Song et al., 2024). Positive perceptions of internal CSR act as a catalyst for value-based, trust-driven engagement (Huang et al., 2024; Çelik et al., 2024). All three elements—GHRM, work culture, and CSR—exert both direct and indirect influences on engagement. Multiple studies confirm that employee engagement is more effectively fostered when mediated by OC (Bijalwan et al., 2024; Aguirre-Camarena et al., 2024; Rey-Tienda et al., 2025). As an intervening variable, OC bridges organizational expectations with employee behavior and ensures that sustainability values are internalized into consistent and transformative engagement. Logically, engagement mediated by OC contributes significantly to service quality, emotional branding, and customer trust (Zaman et al., 2025; Mehta et al., 2022; Sudiro et al., 2023). EE becomes a strategic driver linking organizational sustainability to customer loyalty (Gupta & Jangra, 2023; Huang et al., 2024; Tabash et al., 2023).

The conceptual model can be visualized as the following set of relationships:

1. Green HRM → Organizational Commitment → Employee Engagement
2. Sustainable Work Culture → Organizational Commitment → Employee Engagement
3. Corporate Social Responsibility → Organizational Commitment → Employee Engagement
4. Green HRM + Sustainable Work Culture + CSR → Organizational Commitment → Employee Engagement

This model positions OC as a critical transitional node that transforms sustainability practices into stakeholder engagement and loyalty. Theoretically, the model offers the perspective that engagement is not merely an individual response, but the result of an orchestrated organizational value system mediated affectively through organizational commitment. The thematic synthesis and integrated model developed in this study provide a strong theoretical foundation for understanding employee engagement within the context of organizational sustainability. This discussion incorporates connections with major theories, identifies research gaps, and outlines contributions to future scholarly development. First, the study's findings align with the principles of Social Exchange Theory (SET), which views employee engagement as a reciprocal response to positive organizational stimuli, such as GHRM, sustainable work culture, and CSR (Cropanzano & Mitchell, 2005). Perceptions of a green work environment, social commitment, and empowerment are shown to strengthen engagement through value affiliation and feelings of appreciation (Kaul et al., 2024; Sergeeva & Kapetanaki, 2022; Huang et al., 2024; Pooja & Bhavani, 2025; Xie & Lau, 2023).

Second, the model corresponds with the AMO Framework, where GHRM represents the ability dimension, work culture creates opportunity, and CSR fosters motivation. Together, these three components form the foundation for comprehensive and robust work engagement (Murdiono & Hamidah, 2025; Singh & Khan, 2025; Malpani et al., 2024). Third, the conceptual approach reinforces Stakeholder Theory, which interprets employee engagement as a response to the ethical commitment of organizations toward internal stakeholders (Freeman, 1984). Engagement emerges as a form of moral legitimacy, rooted in the perception of the organization's social responsibility (Barkay, 2025; Çelik et al., 2024; Rey-Tienda et al., 2025). In addition to theoretical reinforcement, this study identifies three critical gaps in the literature. First, prior research has been largely fragmented, lacking integration of GHRM, work culture, CSR, OC, and EE within a single comprehensive theoretical model (Zaman et al., 2025; Pooja & Bhavani, 2025; Al Ghunaimi & Kassim, 2025). The role of OC as a strategic mediator has also remained underexplored.

Second, methodologically, most existing studies are cross-sectional and perception-based, limiting insight into the long-term dynamics among variables. This opens avenues for longitudinal and multilevel research (Kakoty et al., 2024; Rabiul et al., 2025). Third, in terms of context, the literature remains concentrated in sectors such as hospitality, education, and public services. Emerging fields such as green manufacturing, creative industries, and sustainability-driven startups remain underrepresented, indicating the need for broader contextual exploration. The primary strength of this study lies in its ability to develop an integrative conceptual model:

GHRM – Work Culture – CSR → OC → EE → Employee Involvement, which merges psychological, social, and ecological dimensions within a unified sustainability framework. This model not only enhances theoretical foundations in academia but also provides actionable insights for strategic HRM, organizational policy-making, and value-based marketing strategies. The thematic synthesis and integrative model offer a significant contribution to the advancement of theory and organizational practice. By mapping the interconnections between GHRM, sustainable work culture, and CSR on employee engagement (EE), with organizational commitment (OC) as a psychological mediator, this study reinforces the scientific foundation of sustainability-oriented HRM and marketing. Theoretically, the model unifies previously dispersed approaches in the literature. The integration of Social Exchange Theory, AMO Framework, and Stakeholder Theory deepens the understanding of how employee engagement is shaped through an organization's comprehensive value system (Kaul et al., 2024; Rey-Tienda et al., 2025; Sergeeva & Kapetanaki, 2022).

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OC's role as a mediator enhances the connectivity between sustainability practices and engagement—an area that has rarely been discussed in a unified manner (Austen & Piwovar-Sulej, 2024; Huang et al., 2024; Murdiono & Hamidah, 2025). Furthermore, this model enables a transdisciplinary approach integrating HRM, organizational behavior, marketing, and sustainability (Gupta & Jangra, 2023; Mehta et al., 2022), positioning engagement as a strategic mechanism for value creation. From a practical perspective, the model provides a roadmap for organizations seeking to build sustainable work systems grounded in engagement. First, the implementation of GHRM through green training, participative empowerment, and eco-friendly work design should be prioritized (Xie & Lau, 2023; Prasidi, 2025). Second, sustainable work culture must be developed through inclusive values, ethics, and empowerment that nurture emotional loyalty (Sodiq et al., 2024; Atiya et al., 2024; Palomino-Flores, 2025). Third, CSR should be internalized as a moral value strategy that builds trust and work meaningfulness, rather than serving merely as a symbolic activity (Malpani et al., 2024; Çelik et al., 2024). Fourth, OC can be strengthened through transformational leadership, a supportive work climate, and inclusive communication (Rey-Tienda et al., 2025; Hosen et al., 2024). Fifth, engagement stemming from sustainability practices directly influences employee involvement, making it a strategic pillar for building customer loyalty (Zaman et al., 2025; Tabash et al., 2023). This study not only consolidates a previously fragmented theoretical discourse but also critically uncovers conceptual and methodological gaps that have often been overlooked. Accordingly, the following section outlines a future research agenda aimed at expanding the scholarly horizon in sustainability-driven employee engagement (EE) studies.

First, a significant gap exists in the integration of a holistic model. Most existing studies remain partial, focusing only on the GHRM–EE (Austen & Piwovar-Sulej, 2024; Pooja & Bhavani, 2025), CSR–EE (Huang et al., 2024; Malpani et al., 2024), or work culture–EE (Kaul et al., 2024; Singh & Khan, 2025) relationships without incorporating OC as the psychological nexus connecting these strategic relationships. Second, methodological approaches are still largely dominated by cross-sectional quantitative designs. While SEM and PLS-SEM techniques (Sodiq et al., 2024; Bijalwan et al., 2024; Hosen et al., 2024) offer robust statistical insights, they fall short of capturing the longitudinal dynamics and deeper social contexts. Therefore, future research should consider longitudinal studies, qualitative inquiry, and mixed-methods designs. Third, the contextual scope of current research remains confined to sectors such as hospitality, education, and public services (Rabiul et al., 2025; Palomino-Flores, 2025; Mehta et al., 2022). Follow-up studies should expand exploration into green manufacturing, the creative industries, green technology, and agro-industry to enhance the external validity of the proposed model.

Fourth, the mediating and moderating mechanisms in theoretical models require further exploration. Studies such as Murillo Ramos (2023), Murdiono & Hamidah (2025), and Al-Sabi & Al-Ababneh (2024) have indicated potential intermediary variables such as job satisfaction, psychological safety, and green voice. Future research should empirically test simultaneous mediation–moderation structures within dynamic models that reflect the complexities of organizational behavior. In addition, future theoretical frameworks should be more adaptive to the complexities of modern organizational ecosystems. First, the integration of sectoral theories such as Social Exchange Theory, the AMO Framework, and Stakeholder Theory should be directed toward a meta-framework that bridges disciplinary boundaries. This approach enables the unification of perspectives from organizational psychology, the sociology of work, and sustainability marketing into a coherent and comprehensive conceptual framework.

Second, the development of conceptual pathways grounded in transformative sustainability is essential to explain how strategic sustainability interventions simultaneously transform organizational values, work behavior, and customer experience (Xie & Lau, 2023; Rey-Tienda et al., 2025). This reinforces the role of employee engagement (EE) as a medium that connects internal value systems with external stakeholder loyalty. Third, there is a pressing need to explore the paradigm of Engagement 5.0, which integrates digital technology, sustainability principles, and human empathy. This paradigm offers a strategic response to the challenges of digital disruption, the global ecological crisis, and evolving expectations of the new generation of workers in contemporary organizational contexts. Fourth, the development of engagement concepts rooted in spirituality and local cultural values should be further strengthened, particularly in Global South contexts. Such an approach offers theoretical contributions from non-Western perspectives that remain underrepresented in the global HRM literature (Sodikin & Fachrunnisa, 2023; Atiya et al., 2024).

CONCLUSION

Based on a synthesis of 76 peer-reviewed international journal articles published over the past five years, this study comprehensively addresses all research questions by mapping the relationship between Green Human Resource Management (GHRM), sustainable work culture, and Corporate Social Responsibility (CSR) on employee engagement (EE), while positioning organizational commitment (OC) as a central mediating variable.

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First, GHRM, work culture, and CSR are shown to significantly contribute to employee engagement. GHRM fosters engagement through psychological empowerment and the internalization of green values; work culture strengthens participation through value integration; and CSR nurtures meaningful work, morality, and trust. These three elements are systematically interconnected through the mediating role of OC. Without this mediation, interventions related to GHRM, work culture, and CSR tend to yield partial and unsustainable outcomes. Second, this study acknowledges methodological limitations, particularly the dominance of cross-sectional quantitative approaches and the restricted focus on service and public sectors. The empirical validity of the proposed model must be further tested to confirm the strength of causal relationships among the variables. In conclusion, this study offers a theoretical contribution to strengthening the frameworks of sustainable HRM and marketing, while also providing practical implications for organizations seeking to build meaningful employee engagement. Future research is advised to explore multilevel approaches, mixed-methods designs, and the development of transformative models grounded in local values and spirituality—especially within the Global South context—to ensure that organizational sustainability is realized through values, commitment, and authentic human engagement.

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