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Green Human Resource Management, Organizational Strategy, and AI-Augmented HRM: A Resource-Based and Dynamic Capabilities Perspective on Sustainable Organizational Performance

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Abstract

In the context of accelerating sustainability transformation, organizations in developing economies increasingly seek to understand the drivers of sustainable organizational performance (SOP). This paper develops a conceptual framework examining whether SOP is more strongly influenced by Green Human Resource Management (GHRM) practices or by organizational strategy and proposes AI-augmented HRM as a mediating mechanism linking sustainability-oriented HR practices and strategic alignment to performance outcomes. Drawing upon the Resource-Based View (RBV) and Dynamic Capabilities Theory, the study conceptualizes GHRM and organizational strategy as strategic resources, while positioning AI-augmented HRM as a dynamic capability that enables the transformation of these resources into sustainable performance. By integrating sustainability and strategic management economici-enabled HRM within a unified model, this paper extends existing theory and offers a structured foundation for future empirical research, particularly within developing-economy contexts undergoing digital and sustainability transitions.

Keywords: Green Human Resource Management, Organizational Strategy, Ai-Augmented Hrm, Sustainable Organizational Performance, Developing Economies

Introduction

The rapid acceleration of sustainability transformation has fundamentally reshaped organizational practices worldwide, including in emerging economies such as Jordan (Abuhamra et al., 2026; M. Amayreh & M.A. Anuar, 2025). In recent years, environmental

sustainability initiatives and green management practices have expanded beyond symbolic adoption and become increasingly embedded in business, academic, and public-sector operations (Renwick et al., 2013; Yusliza et al., 2019). Organizations now operate within volatile, uncertain, complex, and ambiguous (VUCA) environments that intensify competitive pressure and necessitate responsible and sustainable adaptation (Mihardjo et al., 2019). Consequently, firms face growing internal and external pressures to integrate environmental sustainability practices into their strategic frameworks to enhance efficiency, resilience, and long-term sustainability)Suleman et al., 202(.

Among these sustainability-oriented approaches, Green Human Resource (GHR) has emerged as a transformative mechanism across functional domains, particularly within human resource management (HRM) (Paillé et al., 2023). Following increased global awareness of environmental challenges and regulatory expectations after the COVID-19 pandemic, the adoption of green organizational practices has accelerated across industries. Evidence suggests substantial growth in sustainability-related investments and green workforce initiatives globally, highlighting their increasing strategic importance (Renwick et al., 2013; Tang et al., 2018). GHRM practices are now being applied to improve environmental performance, enhance employee engagement in sustainability initiatives, reduce operational waste, and strengthen organizational reputation and long-term competitiveness (Al Bqaeen et al., 2025).

Within this evolving landscape, HRM has become a critical domain for sustainability integration (Thangaraju, K., & Palani, P., 2024). AI-augmented HRM refers to the incorporation of AI-driven tools into HR functions such as recruitment, selection, training, performance evaluation, workforce planning, and data-driven decision-making (Budhwar et al., 2022; Prikshat et al., 2023). When aligned with green principles, HR systems can promote environmentally responsible behaviors and support sustainability-driven decision-making (Islam et al., 2024). By leveraging structured HR policies and digital systems, organizations can improve efficiency, enhance transparency, and support long-term ecological responsibility (Singh et al., 2020).

Although several Jordanian organizations particularly within banking, telecommunications, education, and public administration have begun adopting sustainability-oriented HR platforms, empirical evidence regarding the influence of GHRM and AI-augmented HRM on sustainable organizational performance (SOP) remains limited(Al Bqaeen et al., 2025; Amayreh et al., 2025).

A critical issue therefore emerges: Is the effectiveness of AI-augmented HRM in Jordan primarily shaped by green HR practices or by organizational strategy? Green HR practices reflect an organizational environment that encourages environmental awareness, responsible behavior, sustainability training, and employee participation in ecological initiatives (Renwick et al., 2013; Tang et al., 2018). In contrast, organizational strategy emphasizes structured planning, resource alignment, and long-term transformation to capitalize on sustainability opportunities (S. K. Singh et al., 2020). While green HR practices may foster sustainability-oriented behaviors, strategic orientation determines the direction and allocation of resources necessary for sustainable organizational transformation (M. M. N. Amayreh & Arshad, 2024; Wang et al., 2021).

Although previous research has identified positive relationships between green HR practices and sustainability performance outcomes (Tang et al., 2018; Yusliza et al., 2019), limited attention has been given to understanding the mediating mechanism through which AI-augmented HRM links organizational factors to sustainability outcomes, particularly in Middle Eastern contexts (Chowdhury et al., 2023). From a theoretical standpoint, dynamic capabilities theory emphasizes an organization's ability to integrate and reconfigure internal competencies in response to environmental and technological change (Teece et al., 1997), while the resource-based view (RBV) highlights the role of valuable and strategic sustainability-oriented resources in generating competitive advantages (Barney, 1986; Zahra et al., 2004). However, empirical validation of these theoretical perspectives within the Jordanian green HRM and AI-HRM context remains underexplored (Alajlouni et al., 2025).

Motivated by the growing convergence of sustainability imperatives and digital transformation in developing economies, this paper seeks to clarify the theoretical mechanisms through which environmental HR practices and strategic alignment interact with AI-enabled HR capabilities. Specifically, the study is driven by the need to conceptually disentangle the relative influence of GHRM and organizational strategy in shaping sustainable organizational performance within emerging-market contexts.

Despite growing scholarship on Green Human Resource Management (GHRM) and AI-enabled HR systems, a fundamental theoretical question remains insufficiently addressed within the social sciences: Are sustainability outcomes primarily driven by normative green HR practices rooted in socio-environmental values, or by strategic and technological capabilities embedded within organizational structures?

Current debates in management and organizational theory reflect a broader tension between human-centered sustainability approaches and techno-managerial transformation models. On one hand, GHRM literature emphasizes employee-driven environmental values, social exchange mechanisms, and pro-environmental behavior as drivers of sustainable performance (Renwick et al., 2013; Tang et al., 2018). On the other hand, digital transformation and AI research highlight the role of strategic alignment and technological capability in enhancing efficiency, performance measurement, and competitive advantage (Bharadwaj et al., 2013; Budhwar et al., 2022).

However, these streams of research have largely evolved in parallel rather than in integration. The literature has not sufficiently examined how sustainability-oriented HR resources interact with AI-enabled dynamic capabilities within a unified theoretical framework, particularly in emerging economies undergoing simultaneous sustainability and digital transitions(Urrila & Mäkelä, 2024; Zahrani, 2025). Consequently, it remains unclear whether sustainable organizational performance is better explained by green-oriented human resource practices, by strategic alignment, or by the technological capability that operationalizes both (Shahadat et al., 2023).

This theoretical ambiguity reflects a broader social science debate concerning whether organizational change is primarily resource-driven, capability-driven, or socially constructed through human-centered values. Addressing this gap is essential for advancing

sustainability scholarships beyond fragmented explanations and toward integrative models that reflect contemporary organizational realities.

Research Objectives

In response to the identified research gaps, this study pursues the following research objectives:

RO1: To examine the impact of Green Human Resource Management (GHRM) on AI-augmented HRM and sustainable organizational performance (SOP) in Jordanian organizations.

RO2: To investigate the influence of organizational strategy on AI-augmented HRM and sustainable organizational performance (SOP) in Jordan.

RO3: To assess the effect of AI-augmented HRM on sustainable organizational performance (SOP).

RO4: To determine whether AI-augmented HRM mediates the relationships between GHRM, organizational strategy, and sustainable organizational performance (SOP).

Research Questions

Accordingly, the study addresses the following research questions:

RQ1: Does Green Human Resource Management (GHRM) significantly influence AI-augmented HRM and sustainable organizational performance in Jordanian organizations?

RQ2: Does organizational strategy play a more pivotal role than GHRM in implementing AI-augmented HRM and enhancing sustainable organizational performance?

RQ3: Does AI-augmented HRM act as a mediating mechanism between Green Human Resource Management and sustainable organizational performance, as well as between organizational strategy and sustainable organizational performance?

By addressing these objectives, this study contributes to ongoing social science debates concerning the relative roles of sustainability-oriented human capital, strategic alignment, and technological capability in shaping organizational performance. Specifically, it advances theory by integrating GHRM (as a socio-environmental resource) and AI-augmented HRM (as a dynamic capability) within a unified RBV–DCV framework, thereby clarifying the mechanisms through which environmental values and digital infrastructures jointly influence sustainable organizational outcomes in emerging economies.

Literature Review and Hypothesis Development

This chapter reviews the theoretical and empirical foundations of the proposed research model and develops the study hypotheses. It integrates literature on Green Human Resource Management (GHRM), organizational strategy, and AI-augmented HRM to explain their influence on sustainable organizational performance (SOP). Although prior studies have examined these constructs individually, limited research has explored their interrelationships within a unified framework, particularly in developing-country contexts such as Jordan (Al Bqaeen et al., 2025).

Given the growing importance of sustainability and digital transformation, organizations must align environmental HR practices and strategic direction with technology-enabled HR systems to enhance performance outcomes(Al Bqaeen & Md. Saad, 2025; M. M. N. Amayreh & Arshad, 2024). Drawing on the Resource-Based View (RBV) and Dynamic

Capabilities Theory, this chapter conceptualizes GHRM and organizational strategy as strategic resources and AI-augmented HRM as an adaptive capability that links these resources to sustainable organizational performance (Amayreh & Arshad, 2025). Based on this theoretical foundation, hypotheses are formulated to examine the proposed relationships.

Green Human Resource Management (GHRM)

GHRM refers to the integration of environmental sustainability principles into human resource policies and practices, including recruitment, training, performance evaluation, reward systems, and employee involvement (Moin et al., 2021). Unlike traditional HRM, which primarily focuses on productivity and efficiency, GHRM intentionally embeds ecological responsibility and environmental awareness into workforce management processes (Paillé et al., 2023; Prikshat et al., 2023). Typical GHRM practices include attracting candidates who value sustainability, offering environmentally oriented training programs, evaluating employees based on their ecological behaviors, and rewarding participation in environmentally friendly initiatives (Khan et al., 2025)

In organizational contexts, GHRM adoption reflects the extent to which firms align their human resource systems with environmental sustainability objectives (Kurniawan et al., 2023). Particularly in service-intensive sectors such as hospitality, GHRM functions not only as an operational practice but also as a symbolic mechanism that signals organizational responsibility and long-term commitment to societal well-being. Prior research suggests that such sustainability-oriented signals strengthen employees' organizational identification, enhance the perceived meaningfulness of work, and cultivate a supportive organizational climate(Moin et al., 2021; Paillé et al., 2023; Pandey & Risal, 2025).

From an employee perspective, when individuals perceive that their organization invests in both their professional development and environmental stewardship, they are more likely to develop stronger emotional attachment, higher levels of satisfaction, and reduced turnover intentions (Amayreh & Arshad, 2025). In this sense, GHRM can influence employee attitudes both directly and indirectly through psychological and relational mechanisms. Moreover, sustainability-oriented HR practices may reinforce leadership behaviors that emphasize environmental values and ethical responsibility, thereby strengthening green transformational leadership within organizations(Al Bqaeen et al., 2025; Schuster et al., 2019; Tavitiyaman et al., 2024).

Organizational Strategy

Organizational strategy refers to the deliberate planning and alignment of resources to achieve long-term objectives and competitive advantage (Barney, 1986). In the digital era, strategy increasingly involves integrating information systems and technological innovations into core business models (Bharadwaj et al., 2013). Digital strategy specifically focuses on leveraging emerging technologies to create value, improve efficiency, and strengthen competitive positioning (T. Singh et al., 2017).

Strategic orientation plays a critical role in determining how effectively organizations adopt and implement AI technologies. Westerman et al. (2014) argue that digital transformation succeeds when leadership provides clear direction, allocates appropriate

resources, and ensures organizational alignment. Similarly, Wang et al. (2021) demonstrates that strategic orientation significantly enhances sustainable organizational performance.

In the Jordanian context, organizations that embed GHRM and AI-enabled HR initiatives within their broader strategic frameworks are more likely to achieve effective implementation (Al Bqaeen et al., 2025).

AI-Augmented HRM

AI-augmented HRM refers to the integration of artificial intelligence technologies into HR functions to improve efficiency, objectivity, and decision quality (Budhwar et al., 2022; Prikshat et al., 2023). These systems support recruitment, selection, performance evaluation, training personalization, workforce planning, and employee engagement analytics (Han & Anderson, 2022).

Upadhyay & Khandelwal (2018) note that AI-based recruitment systems enhance candidate-job matching accuracy while reducing bias and processing time. Additionally, AI-driven analytics can predict turnover risk, evaluate employee engagement, and provide real-time performance insights (Al Bqaeen et al., 2025; Khan et al., 2025). As such, AI-augmented HRM transforms traditional HR practices into data-driven and strategic functions (Prikshat et al., 2023).

However, ethical considerations, data governance, and fairness remain critical concerns in AI implementation (Binns, 2018). Therefore, organizations must ensure responsible and transparent AI usage when integrating such technologies into HR systems.

Within Jordanian organizations, AI-augmented HRM is still developing. While some firms have begun implementing digital HR platforms, empirical evidence regarding their contribution to sustainable organizational performance remains limited (Prikshat et al., 2023).

Theoretical Background

This study draws upon two complementary theoretical perspectives: the Resource-Based View (RBV) and Dynamic Capabilities Theory.

The RBV posits that organizations achieve sustainable competitive advantage by leveraging valuable, rare, inimitable, and non-substitutable resources (Barney, 1986). In this framework, Green Human Resource Management (GHRM) practices and organizational strategy represent strategic resources that can enhance organizational performance when effectively deployed(Freihat et al., 2024; Renwick et al., 2013). Sustainability-oriented HR practices strengthen human capital capabilities, while strategic alignment ensures efficient resource allocation.

Dynamic Capabilities Theory emphasizes an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece et al., 1997). AI-augmented HRM represents a dynamic capability because it enables organizations to adapt workforce management processes through data-driven decision-making and technological integration(Mollah et al., 2024).

By integrating RBV and Dynamic Capabilities Theory, this study proposes that GHRM and organizational strategy function as strategic drivers, while AI-augmented HRM serves as

an adaptive mechanism linking these drivers to sustainable organizational performance (Al Bqaeen et al., 2025; Chowdhury et al., 2023; Prikshat et al., 2023).

Effect of Green Human Resource Management (GHRM) on AI-Augmented HRM and Sustainable Organizational Performance

Green Human Resource Management (GHRM) practices embed environmental sustainability principles into recruitment, training, performance evaluation, and employee engagement systems (Freihat et al., 2024; Kim et al., 2019). The implementation of such practices often requires structured monitoring, environmental performance metrics, and data-driven reporting mechanisms. Consequently, organizations that adopt GHRM are more likely to integrate advanced digital tools and AI-enabled systems to enhance transparency, track sustainability indicators, and improve workforce decision-making (Renwick et al., 2013).

From a resource-based perspective, GHRM strengthens sustainability-oriented human capital, while AI-augmented HRM provides the technological capability necessary to operationalize and scale these practices. In this way, GHRM creates demand for AI-supported HR systems that enhance efficiency and environmental accountability (Adeel et al., 2022).

Furthermore, GHRM directly contributes to sustainable organizational performance by improving environmental efficiency, enhancing corporate reputation, and fostering pro-environmental employee behaviors (Tang et al., 2018). However, empirical research examining GHRM's influence on AI-augmented HRM and sustainability outcomes remains limited, particularly in developing-country contexts such as Jordan (Alghizzawi et al., 2019; Nawafleh, 2020).

Therefore:
H1a: Green Human Resource Management (GHRM) has a positive influence on AI-augmented HRM.
H1b: Green Human Resource Management (GHRM) has a positive influence on sustainable organizational performance (SOP).

Effect of Organizational Strategy on AI-Augmented HRM and Sustainable Organizational Performance

Strategic alignment ensures that AI initiatives are integrated with business objectives and long-term planning (Mollah et al., 2024). Organizations with clear strategic direction are better positioned to implement AI-driven HR systems effectively.

Strategic investment in AI-augmented HRM can enhance talent acquisition, employee development, and performance management processes (Jangbahadur et al., 2025). Moreover, strategy-driven digital transformation improves operational efficiency and sustainability outcomes (Martínez-Peláez et al., 2023).

Accordingly, the following hypotheses are proposed:
H2a: Organizational strategy has a positive influence on AI-augmented HRM.
H2b: Organizational strategy has a positive influence on sustainable organizational performance (SOP).

AI-Augmented HRM and Sustainable Organizational Performance

Sustainable organizational performance encompasses economic, social, and operational dimensions. AI-augmented HRM enhances sustainability by improving workforce efficiency, employee engagement, and innovation capacity (Mollah et al., 2024).

AI systems enable real-time monitoring, predictive workforce planning, and personalized learning pathways (Afriyie, 2019). These capabilities contribute to cost reduction, performance improvement, and long-term organizational resilience.

Therefore:

H3: AI-augmented HRM has a positive effect on sustainable organizational performance (SOP).

Mediation Effect of AI-Augmented HRM

AI-augmented HRM functions as an operational mechanism through which GHRM and organizational strategy translate into sustainable performance outcomes. According to Dynamic Capabilities Theory, organizational resources generate value when transformed into adaptive capabilities (Teece et al., 1997). While GHRM provides sustainability-oriented human capital and strategic direction ensures alignment and resource allocation, AI-augmented HRM operationalizes these inputs through data-driven workforce systems (Al Bqaeen et al., 2025; Mollah et al., 2024).

By enhancing efficiency, transparency, and strategic workforce planning, AI-augmented HRM enables organizations to convert environmental HR practices into measurable sustainability outcomes (Al Bqaeen et al., 2025). Therefore, AI-augmented HRM is expected to mediate the relationships between GHRM, organizational strategy, and SOP.

Accordingly:

H4: AI-augmented HRM mediates the relationship between Green Human Resource Management (GHRM) and sustainable organizational performance (SOP).

H5: AI-augmented HRM mediates the relationship between organizational strategy and sustainable organizational performance (SOP).

Figure 1 presents the conceptual framework used in this study, where Green Human Resource Management (GHRM) and organizational strategy have direct paths to AI-augmented HRM and SOP, and AI-augmented HRM additionally predicts SOP while mediating the relationships between GHRM/organizational strategy and SOP

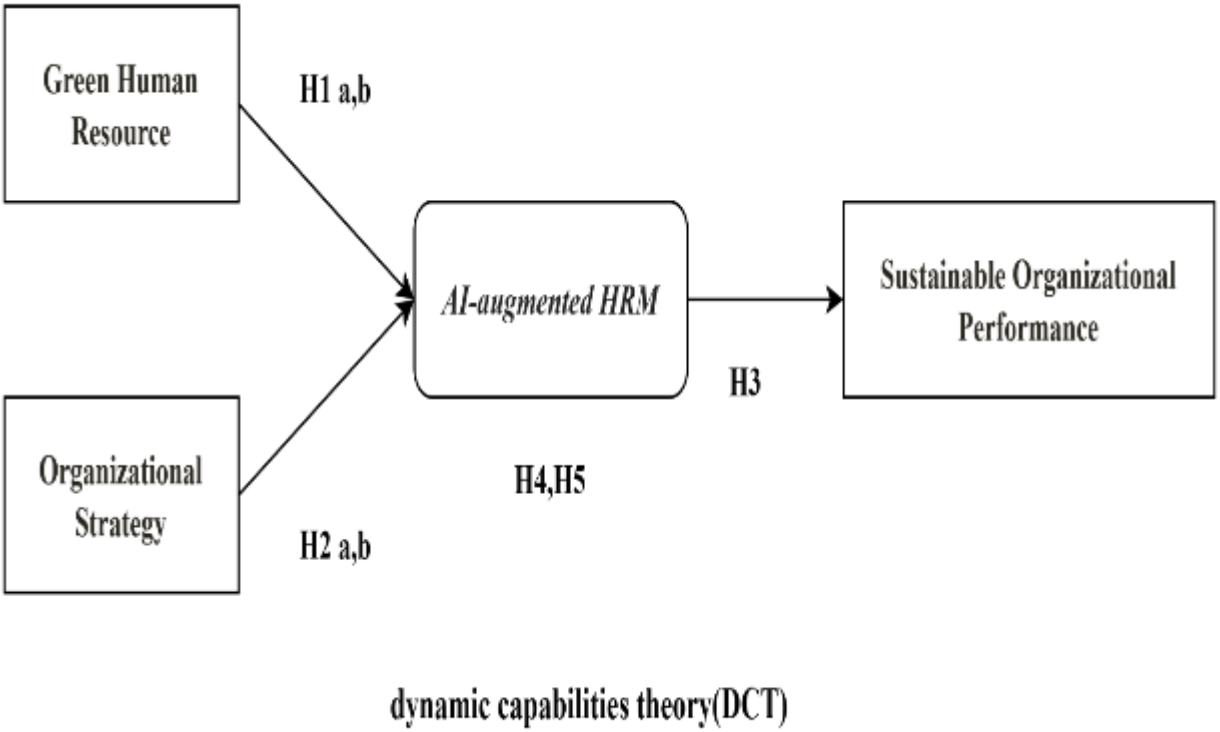

Figure 1 THEORETICAL FRAMEWORK

Methodology

Model Development

In the current wave of sustainability-driven transformation, organizational performance and technology-enabled HR systems increasingly influence one another. Specifically, AI-augmented HRM is widely viewed as a mechanism through which organizations leverage digital technologies to enhance workforce management and achieve sustainable organizational performance (SOP) (Budhwar et al., 2022; Prikshat et al., 2023). Nevertheless, empirical evidence remains limited regarding how (GHRM), as a sustainability-oriented HR capability, translates into improved sustainability outcomes through AI-enabled HR transformation, particularly in developing-country settings (Freihat et al., 2024; Pham et al., 2020).

Prior research has highlighted that sustainability-oriented HR practices enhance organizational performance and environmental (Nakra & Kashyap, 2024). However, the literature also emphasizes that the effectiveness of GHRM depends on complementary organizational conditions, including strategic alignment and the organization's capability to integrate digital technologies into core HR processes (Bharadwaj et al., 2013; Westerman et al., 2014). Furthermore, scholars have called for more rigorous empirical models explaining how sustainability-oriented HR resources are operationalized through technology-enabled HR systems and linked to broader organizational sustainability (Chowdhury et al., 2023).

Addressing these gaps, the present study proposes a model in which GHRM and organizational strategy act as key antecedents, AI-augmented HRM serves as a mediating mechanism, and SOP is the outcome variable(Hong et al., 2024). The model is grounded in

the Resource-Based View (RBV), which emphasizes strategic resources as drivers of competitive advantage (Barney, 1986), and Dynamic Capabilities Theory, which highlights the capacity to reconfigure organizational resources in response to environmental change (Teece et al., 1997). In this framework, GHRM and organizational strategy represent valuable strategic resources, while AI-augmented HRM reflects an adaptive organizational capability that enables those resources to generate sustainability outcomes (Pham et al., 2020; Umair et al., 2024).

Sampling and Data Collection Methods

The unit of analysis in this study is individual employees engaged in HRM-related activities who can meaningfully evaluate the organization's GHRM practices, strategic orientation, AI-enabled HR systems, and sustainability performance (Zahrani, 2025). A purposive sampling approach is adopted because the research requires respondents with relevant exposure to HR practices and digital HR systems (Afriyie, 2019).

Data collection will be conducted in the Jordanian context, targeting employees from sectors where sustainability initiatives and HR digitalization are increasingly implemented, including banking, financial services, telecommunications, manufacturing, pharmaceuticals, logistics, retail, and service organizations. Respondents will be contact through professional networks, HR communities, email invitations, and direct organizational access where feasible.

The study employs a cross-sectional survey design, consistent with prior sustainability and HRM research (Karim et al., 2023; Zhou et al., 2025). Participation will be voluntary, and each questionnaire began with a consent statement explaining the research purpose, anonymity, confidentiality, and the right to withdraw at any time.

Measurement Items and Scaling

A structured questionnaire will be developed based on previously validated measurement scales, with minor contextual modifications to ensure relevance to Jordanian organizations. All constructs were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Green Human Resource Management (GHRM)

GHRM will be operationalized as a unidimensional construct capturing the integration of environmental sustainability principles into HR policies and practices, including recruitment, training, performance evaluation, and reward systems. Measurement items were adapted from established GHRM literature (Al Bqaeen et al., 2025; Mollah et al., 2024; Renwick et al., 2013), reflecting environmental goal-setting, green training initiatives, sustainability-based performance appraisal, and eco-oriented reward mechanisms.

AI-Augmented HRM

AI-augmented HRM will be operationalized as a construct capturing the integration of artificial intelligence technologies across core HR functions, such as recruitment, training, performance management, workforce planning, and analytics-driven decision-making. Items were adopted from the AI-HRM literature (Mollah et al., 2024; Prikshat et al., 2023), reflecting

AI use in recruitment screening, training personalization, performance evaluation, job design, workforce planning, and turnover forecasting.

Organizational Strategy

Organizational strategy will be measured using items reflecting strategic alignment, prioritization of sustainability initiatives, and integration of digital transformation within business planning. The scale will be adapted from digital and strategic orientation research (Bharadwaj et al., 2013; Mollah et al., 2024).

Sustainable Organizational Performance (SOP)

SOP will be measured using items capturing operational efficiency, service quality, responsiveness, and competitive positioning aligned with sustainability objectives. The measurement approach will be consistent with sustainability-performance literature (Kordab et al., 2020; Mollah et al., 2024).

Measurement Items and Control Variables

Firm size and firm age were included as control variables, as they may influence digital capability, sustainability investment, and performance outcomes (Khan et al., 2025; Mollah et al., 2024). Sector type will also be controlled to account for industry-level variation in sustainability and technological adoption.

Variables	Item Code	Items	Adapt / Adopt / Delete	Reference(s)	Cronbach's Alpha (α)
AI Augmented HRM (AIHRM)	AIHRM1	For the selection process our organizations use AI system	Adopt	Mollah et al. (2024)	0.938
	AIHRM2	For searching candidate data acquisition from résumés our organizations take help from AI	Adopt		
	AIHRM3	AI based training software is used for decision making in crisis situations	Adopt		
	AIHRM4	Our organizations take AI's assistance in re-skilling and upskilling	Adopt		
	AIHRM5	Our organizations use AI for performance management and career planning	Adopt		
	AIHRM6	Our organizations use AI for job design and workforce planning	Adopt		

	AIHRM7	In our organizations we use AI as an expert method for the job evaluation system	Adopt		
	AIHRM8	In our organizations AI methods are used for employee turnover forecasting	Adopt		
Green Human Resource	GHR1	My organization sets green goals for its employees.	Adopt	Khan et al., (2025)	0.921
	GHR2	My organization provides employees with green training to promote green values.	Adopt		
	GHR3	My organization provides employees with green training to develop employees' knowledge and skills required for green management.	Adopt		
	GHR4	My organization considers employees' workplace green behavior in performance appraisals.	Adopt		
	GHR5	My organization relates employees' workplace green behaviors to rewards and compensation.	Adopt		
	GHR6	My organization considers employees' workplace green behaviors in promotion.	Adopt		
Organizational Strategy (OS)	OS1	Digitalization is the top prioritized element of our company's business strategy	Adopt	Mollah et al. (2024)	0.908
	OS2	Our company investigates the newest trends and future scenarios to stay competitive	Adopt		
	OS3	Digital projects in our organizations have high importance within our business	Adopt		

	OS4	**Our organizations constantly update and refine our digital strategy**	**Adopt**		
	OS5	**Our competitors and industry experts perceive our organizations as leaders in digital innovation**	**Adopt**		
	OS6	**Our organizations provide support for the achievement of key strategic objectives**	**Adopt**		
	OS7	**Our organizations improve the prioritization of actions, projects, and goals**	**Adopt**		
Sustainable Organizational Performance (SOP)	**SOP1**	**Our organization provides high-quality services**	**Adopt**	**Mollah et al. (2024)**	**0.872**
	SOP2	**Our organizations production and service operational cost is low compared to competitors**	**Adopt**		
	SOP3	**Our organization performs well in providing effective delivery services**	**Adopt**		
	SOP4	**Our organization adapts quickly to adjust to unanticipated changes**	**Adopt**		
	SOP5	**Our organization can compete properly in the contemporary market**	**Adopt**		
	SOP6	**Our organization is considered profitable in the industry**	**Adopt**		

Contributions and Conclusions

Theoretical Contributions

This study makes several substantive contributions to the literature on sustainability, strategic management, and AI-enabled human resource management. **First**, it develops an integrated framework that connects Green Human Resource Management (GHRM) and organizational strategy with AI-augmented HRM and, subsequently, sustainable organizational performance (SOP). Whereas prior research has frequently examined green HR practices (Al Bqaeen et al., 2025; Khan et al., 2025) and AI-enabled HR systems (Mollah et al., 2024) in isolation, the present study advances theoretical understanding by demonstrating

how sustainability-oriented HR resources and strategic alignment jointly shape technology-enabled HR capabilities and performance outcomes (Urrila & Mäkelä, 2024).

Second, drawing upon the Resource-Based View (RBV), this study conceptualizes GHRM and organizational strategy as valuable and strategically significant organizational resources capable of generating competitive advantage (Barney, 1986). Furthermore, informed by Dynamic Capabilities Theory (Teece et al., 1997), AI-augmented HRM is positioned as an adaptive capability that enables organizations to reconfigure and operationalize sustainability-oriented HR practices through data-driven systems. Accordingly, the findings provide empirical support for the argument that AI-augmented HRM functions as a transformation mechanism through which strategic sustainability resources are translated into measurable performance outcomes (Chowdhury et al., 2023; Mollah et al., 2024).

Third, by focusing on organizations operating in Jordan, this research contributes context-sensitive evidence from a developing economy in which sustainability initiatives and AI-enabled HR transformation remain in relatively early stages of institutionalization. Consequently, the study addresses the geographical imbalance within existing GHRM and AI-HRM scholarship and strengthens the applicability of RBV and dynamic capability perspectives beyond predominantly Western and industrialized contexts (Khan et al., 2025; Mollah et al., 2024).

Practical Contributions

Beyond its theoretical value, this study offers important managerial implications. **First**, organizations should reconceptualize GHRM not merely as a symbolic environmental initiative but rather as a strategically embedded HR system (Moin et al., 2021). In particular, the development of coherent green HR bundles encompassing sustainability-oriented recruitment, environmental training programs, eco-based performance evaluation, and reward mechanisms can directly enhance sustainability outcomes while simultaneously facilitating the advancement of AI-enabled HR capabilities (Tang et al., 2018).

Second, the pronounced influence of organizational strategy underscores the necessity of aligning sustainability objectives with formal strategic planning and resource allocation (Westerman et al., 2014). Therefore, decision-makers should integrate sustainability goals and AI-augmented HR initiatives into corporate strategy, ensuring leadership commitment, governance structures, and sustained investment in HR digitalization (Raihan, 2024).

Third, the mediating role of AI-augmented HRM indicates that sustainability benefits are amplified when environmental HR practices are operationalized through technological infrastructure (Adeel et al., 2022; Mollah et al., 2024). Specifically, investments in AI-supported HR tools such as predictive workforce analytics, performance monitoring systems, training personalization platforms, and sustainability reporting mechanisms can enhance efficiency, transparency, and organizational accountability (Strohmeier & Piazza, 2013).

Simultaneously, organizations must implement ethical oversight and governance mechanisms to ensure responsible AI utilization within HR processes (Binns, 2018).

Limitations and Future Research

Notwithstanding its contributions, this study is subject to several limitations that provide avenues for future investigation.

First, cross-sectional design limits the capacity to establish definitive causal relationships; accordingly, longitudinal research designs would enable stronger examination of how changes in GHRM practices, strategic alignment, and AI-enabled HR capabilities influence sustainable organizational performance over time (Teece et al., 1997).

Second, reliance on self-reported measures may introduce common method variance and social desirability bias. Future studies could incorporate objective sustainability indicators or multi-source data involving HR managers and employees to enhance methodological rigor (Podsakoff et al., 2003).

Third, although the study provides valuable evidence from Jordan, its findings may not be universally generalizable. Therefore, subsequent research could replicate the proposed model across diverse national contexts or conducted comparative analyses between developing and developed economies (Mollah et al., 2024). Additionally, future investigations may examine alternative mediating variables such as green innovation capability or organizational learning or explore moderating influences including regulatory pressure, digital maturity, or ethical AI governance (Chowdhury et al., 2023).

Conclusions

This study examined the potential roles of Green Human Resource Management (GHRM) and organizational strategy in fostering AI-augmented HRM and, subsequently, sustainable organizational performance within the Jordanian context. The proposed framework suggests that GHRM may positively influence both AI-augmented HRM and sustainable organizational performance, while organizational strategy is expected to exert a comparatively stronger direct effect on these outcomes. Furthermore, AI-augmented HRM is conceptualized as a mediating mechanism through which sustainability-oriented HR practices and strategic alignment can be translated into improved performance outcomes.

Overall, the proposed model indicates that sustainability performance is likely to be strengthened when environmental HR practices are strategically aligned and operationalized through technology-enabled HR capabilities. By positioning AI-augmented HRM as an adaptive mechanism linking sustainability-oriented HR resources and strategic direction to performance outcomes, this study contributes to sustainability and HRM scholarship and provides a structured foundation for future empirical research in developing economies.

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