

Green Human Talent Development Management in Revolution Industry 5.0

Yuliza¹, Telly Ulfiana Paulina Siwi², Zulkifli Djamin³, Noziliyanti⁴, Damaiyati⁵

^{1,2,3,4,5}Sekolah Tinggi Ilmu Ekonomi APRIN, Palembang, Indonesia

Corresponding email: yulizamuslimin28@gmail.com

Received: December,2, 2024 | Revised: December,18, 2024 | Accepted: December,20, 2024

Abstract. This research investigates the pivotal role of Green Human Talent Management (GHTM) in enhancing sustainable performance within the framework of Industry 5.0. As organizations increasingly prioritize sustainability, the integration of green practices into human resource management has become essential. The study aims to systematically review existing literature to analyze the relationship between GHTM, Corporate Social Responsibility (CSR), and organizational performance, focusing particularly on industries with significant environmental impacts. The methodology employed includes a comprehensive literature review that synthesizes findings from various studies on GHTM. The results indicate that a robust CSR framework significantly improves green performance, especially in sectors like banking, where the adoption of sustainable practices is critical. Organizations that effectively merge CSR with operational strategies not only achieve better environmental outcomes but also attract and retain talent committed to sustainability. Transformational leadership emerges as a key driver in fostering a culture of sustainability, where leaders advocating for green initiatives engage employees and enhance overall organizational commitment while reducing turnover intention. Additionally, the research highlights the role of digital task interdependence in Industry 5.0, where collaborative technologies enable effective teamwork and innovation. This interconnectedness, supported by digital platforms, enhances the efficacy of green initiatives, allowing organizations to implement comprehensive sustainability strategies. The findings stress the necessity for organizations to invest in talent development focused on sustainability, equipping employees with the skills to leverage advanced technologies in support of environmental goals. The originality of this study lies in its focus on the intersection of GHTM and Industry 5.0, emphasizing the strategic importance of cultivating a workforce dedicated to sustainability. By prioritizing GHTM, organizations can not only excel in utilizing innovative technologies but also fulfill their commitment to environmental stewardship. Future research should explore empirical implementations of GHTM practices across various industries and their long-term impacts on sustainable performance, thereby contributing to the broader understanding of sustainability in contemporary business environments.

Keywords: Green Human Telant; Green Talent; Green Management; Industry 5.0

INTRODUCTION

Industry 5.0 marks a significant transformation in how companies manage human resources, especially in the development of talent aligned with sustainability goals and green innovation. In this era, talent development goes beyond merely enhancing technical skills, focusing instead on integrating strong environmental awareness and engagement in eco-friendly initiatives (Umair, 2024). This evolution has created an urgent need for Green Human Talent Development Management as a strategy to ensure sustainability and competitiveness in an increasingly environmentally conscious global market (Bal, 2024).

Although previous literature has discussed green talent management, research is still limited to specific contexts, such as the banking or tourism sectors, and tends to focus more on the social and environmental implications of green talent initiatives (Alkhozaim, 2024; Elzek, 2024). Zhang (2022), for example, highlights the importance of green talent policies in China for supporting green technological innovation. However, studies exploring how green talent approaches can be integrated into talent management within the framework of Industry 5.0 are scarce. This gap indicates a need for further research that connects green talent aspects with the dynamics of Industry 5.0.

This need arises from the various challenges companies face in attracting and retaining talent with green competencies. In this context, signaling theory explains how companies can communicate their commitment to sustainability to attract individuals whose skills and values align with the organization's environmental goals (Bal, 2024). However, few studies comprehensively examine how this strategy is implemented in the context of Industry 5.0, where digital technologies and artificial intelligence have transformed work nature and the skills required (Odugbesan, 2023).

This research offers an innovative contribution by bridging green talent development and Industry 5.0 concepts, showing how both can support each other to drive corporate environmental performance. Focusing on how green talent management strategies can be optimized through digital technology, this study will enrich the understanding of how companies can support sustainability while maximizing productivity and innovation (Hu, 2022). In this context, the research could open new discourse that can be applied across broader industrial sectors.

Additionally, this study responds to calls to develop a talent management approach that not only meets the technical demands of Industry 5.0 but also fulfills ethical commitments to sustainability. Various previous studies state that green talent can play a crucial role in creating added value for companies through pro-environmental behaviors in the workplace (Yu, 2024; Weiss, 2024). Thus, this study integrates theories of innovative behavior that support the environment as a key element in green talent development strategies for the industries of the future.

While previous research tends to focus on implementing green programs in specific sectors, this study will broaden the scope by analyzing the needs, challenges, and practical solutions relevant to various sectors facing Industry 5.0 demands. It will also evaluate how the integration of new technologies, such as artificial intelligence and automation, can be leveraged to build effective and green-oriented talent development systems (Asadollahi, 2023; Kang, 2022).

Therefore, the title "Green Human Talent Development Management in Revolution Industry 5.0" was chosen to address the need for a comprehensive talent development model that supports sustainability in an era of digital transformation. This research is expected to provide strategic and practical insights for companies in implementing green talent policies and support global goals for achieving carbon neutrality and improved environmental sustainability (Bhushan, 2024).

LITERATURE REVIEW

Revolution Industry 5.0

Industry 5.0 represents a transformation from the automation-focused Industry 4.0 to a model that values human-centricity, resilience, and sustainability. Unlike its predecessor, Industry 5.0 prioritizes collaboration between humans and advanced

technologies to meet both organizational needs and broader social and environmental goals (Ivanov, 2023). This shift emphasizes not only economic efficiency but also eco-friendly innovation, which fosters a more inclusive and sustainable industrial environment (Yin & Yu, 2022).

With the adoption of green knowledge and sustainable practices, Industry 5.0 presents an opportunity for industries to integrate eco-conscious innovations and efficient resource management. Digital green knowledge, for instance, enables organizations to adopt practices that minimize environmental impact and support long-term sustainability (Ghobakhloo et al., 2022). This green orientation aligns well with Industry 5.0's broader focus, facilitating resilience and sustainable value creation (Leng et al., 2022).

Furthermore, Industry 5.0 supports a shift from pure technological advancements to holistic strategies that include ethical, social, and environmental considerations. A workforce equipped with green skills is essential for this transition, as employees play a central role in implementing sustainable practices (Zizic et al., 2022). Green talent development is thus a vital component of Industry 5.0, driving eco-innovation and fostering a sustainable work culture.

Ultimately, combining Industry 5.0 with green talent management allows companies to meet the demands of a human-centered and sustainable future. This synergy not only strengthens organizational resilience but also supports global sustainability goals by ensuring a balance between technological progress, human well-being, and environmental responsibility (Weiss, 2024; Ivanov, 2023).

Green Human Talent

Green human talent refers to the approach of nurturing a workforce equipped with environmental awareness, eco-friendly skills, and the commitment to support sustainable goals within organizations. This concept emphasizes developing employees who are not only technically proficient but also capable of contributing positively to the environment through green practices and behaviors. Scholars have identified green human talent as a critical asset for industries aiming to integrate sustainability with their operational goals, especially in sectors facing increased environmental scrutiny (Weiss, 2024; Yan, 2024). By embedding environmental responsibility in talent development, companies create a culture that aligns with both organizational objectives and global sustainability initiatives (Umair, 2024).

The concept of green human talent has evolved through various discussions by experts who highlight its importance in achieving organizational resilience and sustainability. Zhang (2022) emphasizes the role of green talent in advancing technological innovation, noting that a workforce proficient in green practices enhances a company's competitiveness by fostering eco-innovation. Similarly, Odugbesan (2023) discusses how green talent can drive innovative work behaviors, which are crucial in today's rapidly changing environmental and technological landscape. This integration of green competencies within human resources contributes to more resilient and adaptive organizations capable of meeting sustainability targets.

Several perspectives exist within the literature on how green human talent can be developed and managed. For instance, signaling theory suggests that companies can attract environmentally conscious employees by signaling their commitment to sustainability through green policies and practices (Bal, 2024). This approach aligns with the view that employees are increasingly drawn to organizations with shared values, especially those focused on environmental responsibility. Additionally, the theory of green human capital

posits that investments in green skills and competencies provide organizations with a competitive advantage, as these capabilities are crucial for sustainable growth and long-term performance (Elzek, 2024).

Other researchers emphasize the connection between green talent management and employee retention. Florek-Paszkowska (2023) found that sustainable business practices contribute to reducing turnover intentions by creating a positive work environment that values both employees and the planet. This perspective is especially relevant for companies aiming to build a stable workforce in industries where green competencies are in high demand. Asadollahi (2023) further suggests that green talent development can mitigate turnover by empowering employees to engage meaningfully with sustainable goals, thereby enhancing their job satisfaction and sense of purpose within the organization.

The development of green human talent also involves integrating eco-friendly practices into daily work routines, which fosters a culture of sustainability and collective environmental responsibility. Umair (2024) identifies green performance as a key element, where organizations encourage employees to actively participate in eco-friendly initiatives, making sustainability a core aspect of organizational operations. This integration supports the dual objectives of achieving business performance while positively impacting the environment, making green talent management a strategic priority for many modern organizations.

METHOD

This research employs a systematic literature review to analyze literature or articles that examine *green human talent* in the context of human resource management within the Industry 5.0 era. The systematic literature review is conducted by analyzing articles retrieved from journals indexed in Scopus and Google Scholar using *Publish or Perish*. Subsequently, the collected articles are manually selected by the researchers based on the research context, specifically *green human talent* in human resource management with a focus on sustainability and human-centricity in Industry 5.0. The selected articles are then analyzed using *VOSviewer* software and descriptive analysis. The analysis in this study includes several points of discussion: articles that investigate *green human talent* within organizations prioritizing sustainability, and those published from 2020 to 2024. Additional analysis points involve the most frequently discussed keywords, authors contributing to the *green human talent* theme, as well as topics and contexts analyzed in articles relevant to *green human talent* in the Industry 5.0 era.

RESULT AND DISCUSSION

This research employs a systematic literature review to examine prior studies on the concept of *green human talent* within the context of *Industry 5.0*. The articles analyzed are those published in Scopus-indexed journals, with a total of 25 articles gathered for this study. The analysis focuses on several core aspects, including identifying the most influential authors in this field, the citation counts for each article, and research trends from 2020 to 2024. Additionally, this study explores key aspects related to *green human talent*, such as the role of green skill development, sustainability-based human resource management approaches, and the role of *Industry 5.0* in shaping human-centric, sustainable human resource strategies. The findings of this analysis are expected to provide insights into the development of *green human talent* research in the *industry 5.0* era, offer a perspective on future research directions, and assist organizations in understanding the benefits and

implementation of green talent strategies in a human-centered, sustainability-focused industrial landscape.

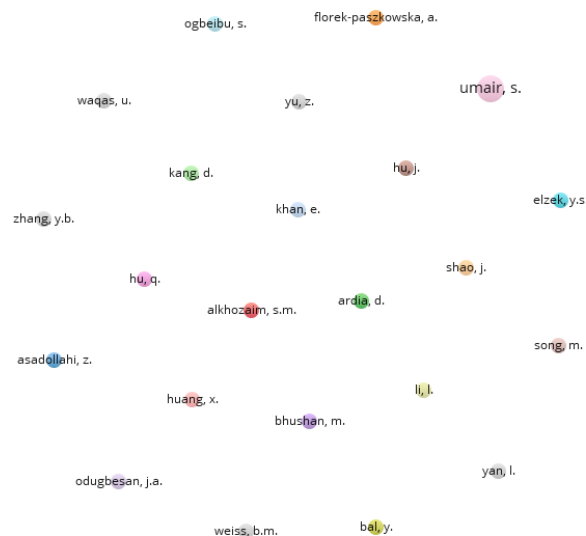


Figure 1. Authors in Green Human Talent Management

The analysis of authors studying *green human talent management* reveals that discussions on this topic remain largely unintegrated. Most authors have only published one article on *green human talent*, indicating that research on this subject is still sporadic, with limited continuity from the same authors. The lack of interconnected articles suggests that *green human talent management* has yet to become a primary theme in previous studies, even though it is increasingly relevant in the *industry 5.0* era, which emphasizes sustainability and a human-centric approach.

Only one author, S. Umair, has discussed the topic of *green human talent* across three articles, demonstrating a sustained interest in the theme. However, contributions from a single author are insufficient to establish a strong foundation in *green human talent* research. Therefore, more studies and collaboration among researchers are needed to enrich the existing literature and build a deeper, more comprehensive understanding. This is crucial for assisting organizations in developing more effective *green human talent* strategies in the context of sustainability and industrial transformation.

Table 1. Most Cited Article

Cites	Authors	Year	Source
56	Odugbesan	2023	Journal of Knowledge Management
52	Ogbeibu	2022	Journal of Intellectual Capital
26	Huang	2023	Environmental Science and Pollution Research
16	Song	2020	International Journal of Manpower
10	Umair	2023	Sustainability (Switzerland)
5	Kang	2022	Frontiers in Psychology
4	Zhang	2022	Frontiers in Environmental Science
3	Umair	2024	Work
3	Florek-Paszkowska	2023	Journal of Entrepreneurship, Management and Innovation
3	Ardia	2022	Finance Research Letters

Cites	Authors	Year	Source
3	Khan	2021	Frontiers in Psychology
2	Elzek	2024	Current Issues in Tourism
1	Waqas	2024	Annals of Operations Research
1	Bhushan	2024	CSR, Sustainability, Ethics and Governance
1	Asadollahi	2023	International Journal of Environment, Workplace and Employment

In the field of knowledge management, Odugbesan (2023) has garnered significant attention with 56 citations in the *Journal of Knowledge Management*. Following closely is Ogbeibu (2022), whose work in the *Journal of Intellectual Capital* has been cited 52 times, indicating a strong interest in the intersection of intellectual property and organizational performance. Huang (2023) contributes to the conversation on environmental science, as evidenced by 26 citations from the *Environmental Science and Pollution Research* journal, highlighting the growing concern for sustainability and pollution-related issues.

In addition to these top three, several articles published in 2023 demonstrate substantial impact. Umair's works in *Sustainability (Switzerland)* have already reached 10 citations, reflecting the increasing relevance of sustainability practices across various sectors. Other notable contributions include Kang (2022) in *Frontiers in Psychology*, Zhang (2022) in *Frontiers in Environmental Science*, and Florek-Paszkowska (2023) in the *Journal of Entrepreneurship, Management and Innovation*, all showcasing innovative research within their respective fields.

Lastly, the year 2024 is already showing promise with upcoming studies gaining traction. Umair's 2024 article in *Work* and Waqas's contribution to the *Annals of Operations Research* each received 1 citation, while Bhushan's work on corporate social responsibility in *CSR, Sustainability, Ethics and Governance* is also noteworthy. Overall, these citations reflect the dynamic nature of research and the importance of ongoing discourse in knowledge management, sustainability, and related disciplines.

Discussion Trends from 2020 – 2024

The concept of green human talent has gained considerable traction in the academic discourse from 2020 to 2024, marking a transition towards integrating environmental sustainability into talent management practices. In 2020, Song's study explored the impact of green talent on economic growth in China, laying the groundwork for understanding the role of environmentally conscious employees in enhancing organizational performance (Song, 2020). This initial exploration highlighted the intersection of talent and sustainability, setting a precedent for subsequent research to further investigate how talent management can contribute to green initiatives.

By 2022, the literature expanded significantly with Zhang's empirical analysis on talent policies and executive incentives related to green technological innovation in China's listed companies (Zhang, 2022). This period also saw an emerging focus on the interplay between leadership, innovation, and green talent management, illustrated by Khan's research on leveraging existing talent for green corporate entrepreneurship amidst the COVID-19 pandemic (Khan, 2021). The emphasis during these years centered on developing frameworks that connect human capital strategies with environmental objectives, indicating a growing recognition of the importance of nurturing green talent within organizations.

As the discourse evolved towards 2023, Umair's work significantly contributed to understanding green talent management in the banking sector, emphasizing the role of

corporate social responsibility in enhancing sustainable performance (Umair, 2023). The findings underscored the critical link between innovative work behaviors and green initiatives, reinforcing the idea that fostering a culture of sustainability among employees is essential for achieving long-term organizational goals. Concurrently, Odugbesan (2023) examined the influence of artificial intelligence and transformational leadership on green talent management, highlighting the necessity for contemporary organizations to adapt their talent strategies to align with sustainability imperatives.

Looking ahead to 2024, recent studies have intensified the focus on practical applications and frameworks for developing green talent. Weiss (2024) presented a case study on bridging the green talent gap through product design education, illustrating the need for educational institutions to play an active role in cultivating eco-conscious professionals. Furthermore, Bal (2024) examined how eco-friendly practices can attract talent, employing signaling theory to explain the dynamics between sustainable practices and talent retention. This trend reflects a broader movement within organizations to not only attract but also retain talent through sustainable initiatives, indicating that green human talent is poised to remain a pivotal area of research in the coming years (Umair, 2024; Hu, 2024; Waqas, 2024).

Related Topic in Green Human Talent Management

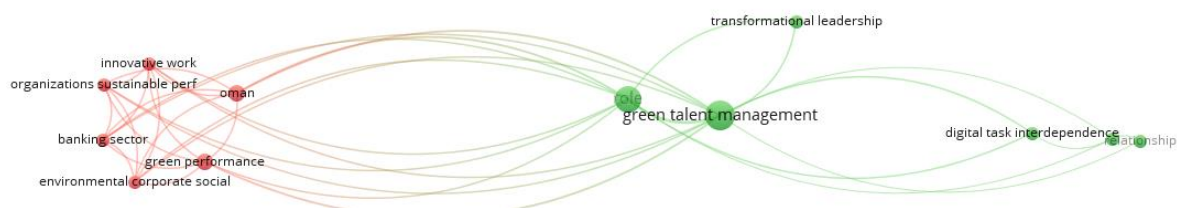


Figure 2. Related Topic in Green Human Talent Management

Green human talent management encompasses various interconnected topics that reflect the increasing importance of sustainability in organizational practices. In the banking sector, studies have emphasized the critical role of environmental corporate social responsibility (CSR) in driving green performance and sustainable performance within organizations. Research in this cluster has highlighted how banks in Oman are integrating green practices into their business models to enhance their innovative work behaviors, ultimately contributing to both environmental sustainability and organizational success (Umair, 2023; Waqas, 2024). The alignment of corporate strategies with environmental goals underscores the growing recognition that sustainable practices can serve as a competitive advantage in the financial sector.

The second cluster focuses on the dynamics of green talent management and its relationship with various organizational factors. A significant aspect of this cluster is the role of transformational leadership in fostering a culture that supports green initiatives. Transformational leaders are vital in promoting employee engagement with sustainable practices, which, in turn, can reduce turnover intention among staff (Odugbesan, 2023; Ogbeibu, 2022). This relationship suggests that organizations that prioritize green talent management can cultivate an environment conducive to innovation and retention, as employees are more likely to remain with organizations that align with their values regarding sustainability.

Moreover, the concept of digital task interdependence emerges as a critical factor in the green talent management landscape. This aspect refers to how digital collaboration and interconnected tasks can facilitate the implementation of green initiatives within organizations (Kang, 2022). By leveraging technology to enhance communication and collaboration among employees, organizations can create a more integrated approach to green talent management. This interconnectedness not only improves overall organizational efficiency but also empowers employees to contribute to sustainable practices more effectively.

In summary, the analysis of related topics within green human talent management reveals a multifaceted landscape where banking, CSR, transformational leadership, and digital interdependence converge. As organizations navigate the complexities of integrating sustainability into their practices, understanding these relationships will be crucial for developing effective green talent management strategies. By focusing on these areas, organizations can better position themselves to achieve long-term sustainability goals while enhancing employee satisfaction and organizational performance (Huang, 2023; Umair, 2024).

Table 2. Related Topic for Future Research

No.	Topic	Description
1	Corporate Social Responsibility (CSR)	Integration of sustainable practices into business strategies to enhance environmental performance and reputation.
2	Green Performance	Organizational efforts to achieve positive environmental outcomes through innovation and resource management.
3	Transformational Leadership	Leadership style that encourages employee engagement in green initiatives and sustainable practices.
4	Green Talent Management	Strategies for recruiting, developing, and retaining employees committed to sustainability.
5	Innovative Work Behavior	Practices and organizational culture that promote creativity and the development of sustainable solutions.
6	Digital Task Interdependence	Interconnectedness and collaboration of tasks that enhance the implementation of green initiatives through digital technology.
7	Turnover Intention	Factors influencing employees' decisions to stay or leave the organization concerning sustainability.
8	Employee Engagement	The level of participation and contribution of employees in sustainable initiatives and practices at the workplace.
9	Talent Development	Processes to enhance employee skills and competencies in the context of sustainability and environmental stewardship.
10	Sustainable Performance	Evaluation of an organization's success in achieving long-term sustainability goals and its impact on the environment.

Green Human Talent Management in Industry 5.0

In the context of Industry 5.0, Green Human Talent Management is increasingly essential for organizations seeking sustainable performance. Research highlights that integrating Corporate Social Responsibility (CSR) with green practices leads to significant improvements in environmental outcomes, particularly in industries like banking (Umair, 2023). As Industry 5.0 emphasizes human-centric approaches alongside technological advancements, organizations must prioritize a workforce committed to sustainability, making the cultivation of green talent crucial.

Transformational leadership emerges as a key driver in fostering a culture of sustainability within organizations. Leaders who advocate for green initiatives enhance employee engagement and reduce turnover intention (Odugbesan, 2023). In an era characterized by collaborative technologies and automation, leaders must inspire their teams to leverage innovative capabilities towards sustainable solutions, effectively aligning technology with human talent to achieve environmental goals.

Furthermore, talent development focused on sustainability is vital for organizations navigating the complexities of Industry 5.0. Companies investing in the upskilling of employees in sustainability-related areas experience IMPROVED green performance (Umail, 2024). By emphasizing Green Talent Management, organizations can create a workforce adept at utilizing advanced technologies while aligning with sustainability objectives, ultimately driving long-term success in an environmentally conscious market.

CONCLUSION

The systematic literature review (SLR) findings on Green Human Talent Management in the context of Industry 5.0 indicate that integrating sustainability practices into human resource management strategies is crucial for achieving sustainable performance. Research shows that a strong Corporate Social Responsibility (CSR) framework, when combined with green initiatives, can enhance a company's environmental performance and attract talent committed to sustainability. Transformational leadership also plays a significant role in shaping a culture of sustainability and driving employee engagement, which in turn can reduce employee turnover intention.

Furthermore, talent development focused on sustainability is essential for preparing a workforce capable of utilizing advanced technologies to support green initiatives. Investing in training and skill development in sustainability-related areas not only improves an organization's green performance but also fosters a positive and collaborative work environment. By prioritizing Green Talent Management, organizations will be better equipped to tackle the challenges posed in the Industry 5.0 era and make significant contributions to environmental sustainability.

REFERENCE

- Alkhozaim, S.M. (2024). How Green Performance Is Affected by Green Talent Management in Tourism and Hospitality Businesses: A Mediation Model. *Sustainability (Switzerland)*, 16(16), ISSN 2071-1050, <https://doi.org/10.3390/su16167093>
- Ardia, D. (2022). How easy is it for investment managers to deploy their talent in green and brown stocks?. *Finance Research Letters*, 48, ISSN 1544-6123, <https://doi.org/10.1016/j.frl.2022.102992>
- Asadollahi, Z. (2023). The effect of green talent management on the intention to leave a job considering the moderating role of leader competence and digital task interdependence. *International Journal of Environment, Workplace and Employment*, 7(4), 275-288, ISSN 1741-8437, <https://doi.org/10.1504/IJEWE.2023.138012>
- Bal, Y. (2024). Captivating talent through eco-friendly practices: How does signalling theory resonate in Green Talent Management?. *Global Practices on Effective Talent Acquisition and Retention*, 59-76, <https://doi.org/10.4018/979-8-3693-1938-3.ch004>

- Bhushan, M. (2024). Talent Management Facilitates Net-Zero Transition Through Employee Green Behavior. *CSR, Sustainability, Ethics and Governance*, 117-129, ISSN 2196-7075, https://doi.org/10.1007/978-3-031-55779-8_7
- Elzek, Y.S. (2024). Talent management and sustainable performance in travel agents: do green intellectual capital and green servant leadership matter?. *Current Issues in Tourism*, 27(19), 3115-3130, ISSN 1368-3500, <https://doi.org/10.1080/13683500.2023.2252560>
- Florek-Paszkowska, A. (2023). Going green to keep talent: Exploring the relationship between sustainable business practices and turnover intention. *Journal of Entrepreneurship, Management and Innovation*, 19(3), 87-128, ISSN 2299-7075, <https://doi.org/10.7341/20231933>
- Ghobakhloo, M., Iranmanesh, M., Mubarak, M. F., Mubarik, M., Rejeb, A., & Nilashi, M. (2022). Identifying industry 5.0 contributions to sustainable development: A strategy roadmap for delivering sustainability values. *Sustainable Production and Consumption*, 33, 716-737.
- Hu, J. (2024). Developing a Green Health-Oriented Talent Cultivation System through Industry-Education Integration in Universities. *Journal of Commercial Biotechnology*, 29(1), 263-278, ISSN 1462-8732, <https://doi.org/10.5912/jcb1755>
- Hu, Q. (2022). Green Innovation's Promoting Impact on the Fusion of Industry and Talent: The Case of Pharmaceutical Industry in the Yangtze River Economic Belt of China. *Sustainability (Switzerland)*, 14(12), ISSN 2071-1050, <https://doi.org/10.3390/su14127335>
- Huang, X. (2023). Research on the impact of digital economy on Regional Green Technology Innovation: Moderating effect of digital talent Aggregation. *Environmental Science and Pollution Research*, 30(29), 74409-74425, ISSN 0944-1344, <https://doi.org/10.1007/s11356-023-27279-5>
- Ivanov, D. (2023). The Industry 5.0 framework: viability-based integration of the resilience, sustainability, and human-centricity perspectives. *International Journal of Production Research*, 61(5), 1683-1695.
- Kang, D. (2022). How to promote the development of a green economy: Talent or technology?—Evidence from China's high-speed rail. *Frontiers in Psychology*, 13, ISSN 1664-1078, <https://doi.org/10.3389/fpsyg.2022.953506>
- Khan, E. (2021). In the Pursuit of Green in COVID-19: Harnessing the Existing Talent to Pursue Green Corporate Entrepreneurship. *Frontiers in Psychology*, 12, ISSN 1664-1078, <https://doi.org/10.3389/fpsyg.2021.751961>
- Leng, J., Sha, W., Wang, B., Zheng, P., Zhuang, C., Liu, Q., ... & Wang, L. (2022). Industry 5.0: Prospect and retrospect. *Journal of Manufacturing Systems*, 65, 279-295.
- Li, L. (2024). Exploration of Talent Cultivation Mode of Engineering Green Building Professionals under the Guidance of "Dual Carbon" Objective. *Applied Mathematics and Nonlinear Sciences*, 9(1), ISSN 2444-8656, <https://doi.org/10.2478/amns-2024-1109>
- Odugbesan, J.A. (2023). Green talent management and employees' innovative work behavior: the roles of artificial intelligence and transformational leadership. *Journal of Knowledge Management*, 27(3), 696-716, ISSN 1367-3270, <https://doi.org/10.1108/JKM-08-2021-0601>

- Ogbeibu, S. (2022). Green talent management and turnover intention: the roles of leader STARA competence and digital task interdependence. *Journal of Intellectual Capital*, 23(1), 27-55, ISSN 1469-1930, <https://doi.org/10.1108/JIC-01-2021-0016>
- Shao, J. (2024). Optimizing Sustainable Performance Green Talent Management Strategies Focused on Core Competencies. *Journal of Global Information Management*, 32(1), ISSN 1062-7375, <https://doi.org/10.4018/JGIM.352495>
- Song, M. (2020). How does green talent influence China's economic growth?. *International Journal of Manpower*, 41(7), 1119-1134, ISSN 0143-7720, <https://doi.org/10.1108/IJM-08-2019-0378>
- Umair, S. (2023). Environmental Corporate Social Responsibility, Green Talent Management, and Organization's Sustainable Performance in the Banking Sector of Oman: The Role of Innovative Work Behavior and Green Performance. *Sustainability (Switzerland)*, 15(19), ISSN 2071-1050, <https://doi.org/10.3390/su151914303>
- Umair, S. (2024). Correction to: Environmental Corporate Social Responsibility, Green Talent Management, and Organization's Sustainable Performance in the Banking Sector of Oman: The Role of Innovative Work Behavior and Green Performance (Sustainability, (2023), 15, 19, (14303), 10.3390/su151914303). *Sustainability (Switzerland)*, 16(3), ISSN 2071-1050, <https://doi.org/10.3390/su16030947>
- Umair, S. (2024). Cultivating sustainable environmental performance: The role of green talent management, transformational leadership, and employee engagement with green initiatives. *Work*, 78(4), 1093-1105, ISSN 1051-9815, <https://doi.org/10.3233/WOR-230357>
- Waqas, U. (2024). Mediating role of green talent management between green strategic orientation and sustainable supply chain performance among SMEs of Oman. *Annals of Operations Research*, 340(2), 1063-1089, ISSN 0254-5330, <https://doi.org/10.1007/s10479-024-06159-2>
- Weiss, B.M. (2024). Bridging the green talent gap: a case study of product design education. *Proceedings of the Design Society*, 4, 2973-2982, ISSN 2732-527X, <https://doi.org/10.1017/pds.2024.301>
- Yan, L. (2024). Entrepreneurial Leadership and Green Innovative Work Behavior: The Role of Green Soft and Hard Talent Management with a Dual Theoretical Lens. *Sustainability (Switzerland)*, 16(18), ISSN 2071-1050, <https://doi.org/10.3390/su16188136>
- Yin, S., & Yu, Y. (2022). An adoption-implementation framework of digital green knowledge to improve the performance of digital green innovation practices for industry 5.0. *Journal of Cleaner Production*, 363, 132608.
- Yu, Z. (2024). Greening the Workplace: Examining the Relationship Between Green Talent Management and Pro-Environmental Behaviors in Chinese Public Sectors. *Public Personnel Management*, ISSN 0091-0260, <https://doi.org/10.1177/00910260241253391>
- Zhang, Y.B. (2022). An empirical analysis of talent policy, executive incentive, and enterprise green technological innovation based on China's A-share listed companies. *Frontiers in Environmental Science*, 10, ISSN 2296-665X, <https://doi.org/10.3389/fenvs.2022.952057>
- Zizic, M. C., Mladineo, M., Gjeldum, N., & Celent, L. (2022). From industry 4.0 towards industry 5.0: A review and analysis of paradigm shift for the people, organization and technology. *Energies*, 15(14), 5221.