

Green Knowledge Sharing for Sustainable Competitive Advantage in The Halal Industry Through an HRM Perspective


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Informasi Artikel		Abstract
Tanggal masuk	18 Februari 2024	<p>Research aim: This research aims to explore the role of Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), green leadership, and employee green behavior in achieving sustainable competitive advantage (SCA) in the halal industry, using the Resource-Based View (RBV) perspective.</p> <p>Method: This study uses a systematic literature review (SLR) to analyze the relationship between GHRM, GKS, green leadership, and employee green behavior towards SCA. Data were collected through a thorough search in Scopus and Google Scholar databases with related keywords.</p> <p>Research Findings: Findings show that GHRM, GKS, and green leadership play important roles in improving SCA. GHRM and GKS strengthen employee green behavior, which supports the organization's environmental performance. Green leadership improves the implementation of GHRM and GKS and strengthens the relationship between GHRM and employee green behavior. Employee green behavior also acts as a mediator between GHRM and SCA.</p> <p>Theoretical Contribution: This research expands the understanding of how green HRM practices and knowledge sharing contribute to sustainable competitive advantage, especially in the halal industry, which must comply with Sharia principles and global environmental standards.</p> <p>Practical Implications: These findings provide practical guidance for the halal industry in Indonesia to integrate GHRM and GKS with Sharia principles and implement green leadership to achieve sustainable competitive advantage in the global market.</p> <p>Research Limitations: This research is limited to the literature available in the database and may not cover all practical and theoretical aspects of GHRM and GKS in the halal industry.</p>
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<p>Keywords: Halal Industry; Knowledge Sharing; SCA; GHRM; Leadership</p> 		

Abstrak

Tujuan: Penelitian ini bertujuan mengeksplorasi peran Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), kepemimpinan hijau, dan perilaku hijau karyawan dalam mencapai keunggulan kompetitif berkelanjutan (SCA) di industri halal, dengan mengacu pada perspektif Resource-Based View (RBV).

Metode: Penelitian ini menggunakan tinjauan literatur sistematis (SLR) untuk menganalisis hubungan antara GHRM, GKS, kepemimpinan hijau, dan perilaku hijau karyawan terhadap SCA. Data dikumpulkan melalui pencarian menyeluruh di basis data Scopus dan Google Scholar dengan kata kunci terkait.

Temuan: Temuan menunjukkan bahwa GHRM, GKS, dan kepemimpinan hijau berperan penting dalam meningkatkan SCA. GHRM dan GKS memperkuat perilaku hijau karyawan, yang mendukung kinerja lingkungan organisasi. Kepemimpinan hijau meningkatkan implementasi GHRM dan GKS, serta memperkuat hubungan antara GHRM dan perilaku hijau karyawan. Perilaku hijau karyawan juga berperan sebagai mediator antara GHRM dan SCA.

Originalitas: Penelitian ini memperluas pemahaman mengenai bagaimana praktik HRM hijau dan berbagi pengetahuan hijau berkontribusi pada keunggulan kompetitif berkelanjutan, khususnya dalam konteks industri halal yang harus mematuhi prinsip Syariah dan standar lingkungan global.

Implikasi Praktis: Temuan ini memberikan panduan praktis bagi industri halal di Indonesia untuk mengintegrasikan GHRM dan GKS dengan prinsip Syariah serta menerapkan kepemimpinan hijau guna mencapai keunggulan kompetitif berkelanjutan di pasar global.

Keterbatasan: Penelitian ini terbatas pada literatur yang tersedia di basis data yang digunakan dan mungkin tidak mencakup semua aspek praktis dan teoritis terkait GHRM dan GKS di industri halal.

Introduction

The halal industry has experienced rapid growth in recent years in response to global demand for products and services that meet halal standards. The latest data from The Royal Islamic Strategic Studies Centre (RISSC) 2023 report presenting The Muslim 500: The World's



500 Most Influential Muslims 2024 highlights the fact that Indonesia has a Muslim population of 240.62 million in that year, accounting for around 86.7% of the total national population [1]. This information provides a clear picture of the enormous potential of Indonesia's domestic market in the context of the halal industry, especially since the majority of its population is Muslim. In line with this data, Indonesia has a solid domestic market share, which is a potential basis for developing the halal industry as one of the strategic economic sectors.

Not only does Indonesia have a solid domestic market share, but it also has an excellent opportunity to increase the competitiveness of the halal industry in the global market. As a country with the largest Muslim population in the world, Indonesia has expertise in producing halal products and services that meet strict standards. Thus, Indonesia can become a provider of high-quality halal products to the global market. It aligns with Indonesia's vision of becoming a global halal hub by 2024, which reflects the government's commitment to making Indonesia a global leader in the halal industry.

Although Indonesia is ranked fourth in the GIEI (*Global Islamic Economy Indicator*) ranking, there is still room for further improvement. Indonesia has made good progress in developing the Islamic economy, especially in Islamic finance, halal food, and Muslim-friendly tourism. [2]. However, to achieve a better position in the GIEI ranking, Indonesia must continue developing infrastructure supporting these Islamic economic sectors. The 2022 GIEI noted that Muslims worldwide spent around US\$2 trillion in 2021 across industries, including food, pharmaceuticals, cosmetics, fashion, travel, and media/recreation. The increasing Islamic financial assets and the projected Muslim spending of US\$2.8 trillion by 2025 underscore the significant global market potential. [2]. In this context, Indonesia needs to have a sustainable competitive advantage (SCA) that can differentiate its products and services from international competitors, given the positive growth and changes in the Islamic economy globally.

Sustainability is a major focus in this industry, and efforts to achieve sustainable competitive advantage play a vital role. [3]. One key aspect of achieving competitive advantage in the halal industry is implementing effective human resource management (HRM) practices, particularly through enhanced knowledge sharing. [3]

Knowledge sharing is central to ensuring that up-to-date knowledge regarding the halalness of products and services can be accessed and utilized optimally throughout the organization. [4]Improving knowledge sharing strengthens individual competencies in halal certification and supports the development of sustainable organizational capabilities.. [5]. Therefore, the role of human resource management in managing and improving knowledge-sharing practices is crucial. [6].

In the context of the halal industry, the dominance of the human resource management perspective is significant in answering the existing challenges and opportunities [7]. Effective human resource management includes recruiting and developing competent individuals with halal certification and ensuring that the organizational culture supports sustainable knowledge sharing [8]. A sustainability-oriented organizational culture can strengthen the relationship between *knowledge sharing* and *competitive advantage*. [9,10].

A deeper understanding of the dominant perspective of human resource management in the context of the halal industry will provide a more holistic and relevant view of how HRM

practices can be effectively integrated to achieve sustainable competitive advantage. [6,11]. Therefore, this study will conduct a systematic literature review to investigate the dominant role of human resource management in facilitating knowledge sharing and achieving competitive advantage in the halal industry.

The literature has generally highlighted the importance of knowledge sharing in the context of sustainability and competitive advantage. [12–15]. However, further research is needed to delve deeper into human resource management's role in the halal industry, mainly in terms of how HRM practices can be directed to support and strengthen knowledge sharing across the organization.

A deeper understanding of the concept and application of HRM practices in the halal industry is expected to help identify strategies to help organizations achieve sustainable competitive advantage. Therefore, this study is directed to bridge the knowledge gap in the literature by focusing on the dominance of human resource management perspectives in facilitating knowledge sharing to achieve competitive advantage in the halal industry.

With a systematic literature review approach, this study presents a comparative and evolutionary overview of research conducted in GKS and sustainable competitive advantage in the Halal industry. This approach includes four main steps: 1) exploring concepts related to GKS and sustainable competitive advantage in the Halal industry; 2) analyzing published studies over the past 15 years; 3) classifying studies based on HRM perspectives; and 4) presenting future research directions.

The following section discusses the definitions and variables related to GKS and sustainable competitive advantage in the Halal industry and the proposed research directions. The conclusions of this study will be explained in a separate section, presenting the practical and theoretical insights obtained. This article will be presented in several sequential sections, namely the method section, discussing the procedures and software used in the literature review.

Theoretical Review

RBV and HRM

Resource-Based View (RBV) highlights the importance of a company's internal resources as the basis for competitive advantage. According to Barney (1991), valuable, rare, inimitable, and non-substitutable resources can provide a competitive advantage. RBV, in the context of HRM, provides a theoretical foundation for organizations to identify and manage HR as a sustainable strategic resource [16]. Organizational growth in the context of human resources (HR) refers to sustainable human resource management practices that can provide long-term value to the company [17]. Sustainable HRM emphasizes the importance of sustainability in human resource management, both in developing employee skills and in creating a work environment that supports long-term Performance to ensure continuity in the use of HR for the benefit of organizational sustainability [18]. Organizations must build and maintain a competitive advantage through long-term investment in HR development.

Sustainable Competitive Advantage

The concept of *Competitive Advantage* details how an organization can outperform its competitors in terms of Performance and value. [19]. Sustainable Competitive Advantage (SCA) becomes critical in sustaining such an advantage over the long term. [20]. SCA encompasses sustainability in utilizing resources and capabilities difficult for competitors to imitate ([21]. Understanding the urgency of sustainability drives the concept of *Green Competitive Advantage*, where organizations integrate environmentally friendly business practices to create a competitive advantage. [22]. Organizations can build and sustain competitive advantages that are economically effective and consider positive environmental impacts.

Green Knowledge Sharing

Knowledge Sharing (KS) improves innovation and organizational Performance. [23]. In environmental sustainability, Sustainable Knowledge Sharing emphasizes sustainability in sharing knowledge to create long-term value for the company. [24]. Sustainable Knowledge Sharing (SKS) highlights the need for continuity in the process of sharing knowledge ([25]). SKS includes building an organizational culture that encourages collaboration and continuous learning [26]*Green Knowledge Sharing (GKS)* practices add a dimension of sustainability by emphasizing knowledge exchange that focuses on environmental initiatives (Jasimuddin et al., 2017). Organizations focus on knowledge exchange for sustainability and ecological awareness ([27]). It provides a basis for organizations to develop knowledge-sharing capacities that are sustainable not only internally but also externally, accommodating sustainability and environmental values.

Knowledge Sharing has been identified as the foundation for organizations to optimize the use of internal knowledge and enhance collaboration among team members. [28]. Sustainable Knowledge Sharing, as a further development, underlines the importance of ensuring that the knowledge-sharing process is sustainable in the long term. It includes implementing support systems, incentives, and an organizational culture that supports the practice, thereby providing sustainable benefits to the company. [24].

In order to face global environmental challenges, Green Knowledge Sharing becomes a relevant theoretical study emphasizing the exchange of knowledge that focuses on environmental initiatives. This practice includes sharing information and best practices that can support environmental sustainability, leading to green innovation and fulfilling corporate social commitments to the environment ([29]Through knowledge-sharing practices, organizations can build a solid foundation for adapting to change, increasing competitiveness, and positively contributing to global sustainability.

Method

This article presents a systematic literature review (SLR) aimed at compiling existing information and identifying trends and research gaps related to *green knowledge sharing* and *sustainable competitive advantage* in the context of the Halal Industry. This study is expected to provide a deeper understanding of these concepts by analyzing various critical elements, especially from a human resource management perspective. It will also offer a comprehensive view of the developments and detail the possible future research directions.

Table 1. Search Keywords

Database	Keywords
Google Scholar and Scopus	((("knowledge sharing" OR "green knowledge sharing" OR "Sustainable knowledge sharing) AND ("green competitive advantage" OR sustainable competitive advantage" OR "competitive advantage") AND ("HRM"))

Systematic Literature Review is a method of synthesizing specific information and identifying the main characteristics of a particular topic. SLR uses the PRISMA (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*) approach [30] This review study includes a thorough search for potentially relevant papers and specific and repeatable selection criteria. It uses the Scopus and Google Scholar databases in this SLR. The search keywords in this study are as follows.

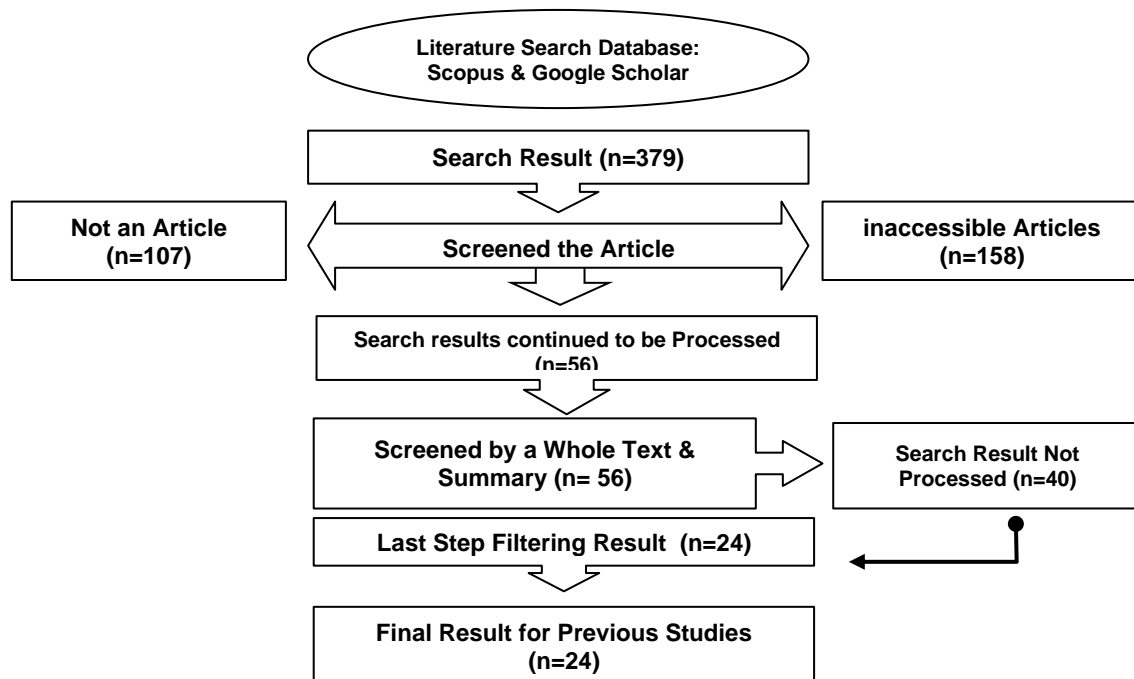


Figure 1. Data Filter Process using the PRISMA Method

The SLR process involves several key steps: goal setting, concept identification, and search terms. Next, data sources are determined, and a comprehensive search is conducted to gather relevant information. [31]. The PRISMA approach used in the SLR ensures accuracy and thoroughness in data collection and analysis so that the results of this review can be relied upon as a basis for further development in understanding the role of *green knowledge sharing* in achieving *sustainable competitive advantage* in the Halal Industry. Several criteria were used to select the most relevant studies from the Scopus database. The inclusion criteria were detailed, including documents classified as journals, written in English, and published between 2000 and 2024.

Results

The image above shows the PRISMA method selection results, and the selected journal articles can be mentioned in the following table.

Table 2. List of Selected Journals

No	Author & Year	Title	Resources	Results
1	Ibrahim, E. (2003)	The Sharing of Knowledge to Gain a Competitive Advantage by Small Businesses in Africa: Some Critical Comments.	Digest of Middle East Studies	Small businesses in Africa can achieve competitive advantage and market profitability by implementing knowledge management methods, especially the SECI model, to preserve and leverage Indigenous knowledge. Investment in intellectual development and preservation of Indigenous knowledge is essential for sustainable development.
2	Hatch, NW, & Dyer, JH (2004)	Human capital and learning as a source of sustainable competitive advantage.	Strategic Management Journal	Investment in firm-specific human capital significantly impacts firm learning and Performance. Human capital selection, development through training, and implementation enhance learning through action. Human capital acquisition with prior industry experience from external sources reduces learning Performance. High turnover negatively impacts firm Performance, emphasizing the non-imitability of human capital.
3	Almada, L., & Borges, R. (2018)	Sustainable competitive advantage needs green human resource practices: A framework for environmental management.	Revista de Administração Contemporânea	The paper proposes a theoretical framework integrating HR practices with Natural Resource-Based View (NRBV) strategies to achieve sustainable competitive advantage (SCA). When aligned with NRBV strategies, HR practices contribute to SCA. The study suggests propositions for empirical analysis, offering an integrative framework for HR practices and NRBV strategies.
4	Garcia-Perez, A. (2018)	Knowledge Sharing as a Driver of Competitive Advantage: Two Cases from the Field.	Knowledge Management and Organizational Learning	Knowledge sharing is critical to organizational competitiveness. Case studies from the transportation and utilities sectors highlight the importance of a people-based, collaborative knowledge-sharing approach. Lessons learned emphasize the need for a shared understanding of key business issues.
5	Lin, Y. (2017)	Determinants of green competitive advantage: the roles of green knowledge sharing, green dynamic capabilities, and green service innovation.	Quality and Quantity	Green knowledge sharing positively affects green dynamic capability, service innovation, and competitive advantage. Green dynamic capability mediates the relationship between green knowledge sharing and competitive advantage. This study highlights the importance of green knowledge sharing in achieving sustainable competitive advantage.



No	Author & Year	Title	Resources	Results
6	Singh, AK (2020)	Understanding the Role of Market-oriented IT Competence and Knowledge Sharing Mechanism in Gaining Competitive Advantage.	Global Business Review	Market-oriented IT competence and knowledge-sharing mechanisms positively affect firm innovation and sustainable competitive advantage. Customer orientation moderates the role of innovation orientation in a firm's competitive advantage. This study contributes to understanding the underlying mechanisms in the context of start-up firms.
7	Rauf, FHA (2016)	Achieving competitive advantage through knowledge sharing: Deducing the determinants of knowledge sharing towards a new concentric model: A review.	International Journal of Knowledge Management Studies	This review identifies the determinants of knowledge sharing, proposing a concentric model that categorizes the antecedents into individual, group, organizational, and national domains. Knowledge sharing is critical to an organization's competitive advantage. The model offers insights for future research, emphasizing the multifaceted nature of the antecedents of knowledge sharing.
8	Eidizadeh, R. (2017)	They analyze the role of business intelligence, knowledge sharing and organizational innovation in gaining a competitive advantage.	Journal of Workplace Learning	Business intelligence positively affects knowledge sharing, organizational innovation, and competitive advantage. Knowledge sharing and organizational innovation mediate the relationship between business intelligence and competitive advantage. This study emphasizes business intelligence's role in enhancing export firms' competitive advantage.
9	Glisby, M. (2011)	Mastering tacit corridors for competitive advantage: Cross-cultural knowledge creation and sharing at four international firms.	Global Business and Organizational Excellence	Tactical knowledge, co-created in cross-cultural business relationships, is a significant source of knowledge referred to as knowledge advantage. Tactical corridors, cross-cultural interaction spaces, and reflexive action coupling are key to mastering tactical corridors. Understanding and utilizing tactical knowledge provides firms with a competitive advantage.
10	Kazlauskaitė, R., & Bučiūnienė, I. (2008)	The role of human resources and their management in establishing a sustainable competitive advantage.	Engineering Economics	Human resources and their effective management are vital in enhancing organizational effectiveness and establishing a sustainable competitive advantage. This study contributes to the debate on the sources of organizational competitive advantage, emphasizing the increasing relevance of human resources in facing global challenges.
11	Mustafa, K., Hossain, MB, Ahmad, F., Ejaz, F., Khan, HGA,	Green human resource management practices to accomplish green competitive	Helion	Green human resource management practices have a positive effect on green competitive advantage. Green knowledge sharing and innovation mediate this relationship. Green human capital moderates the positive impact of green knowledge sharing. This study provides



No	Author & Year	Title	Resources	Results
	& Dunay, A. (2023)	advantage: A moderated mediation model.		practical suggestions for small—to medium-sized manufacturing firms aiming to achieve green competitive advantage.
12	Azeem, M. (2021)	Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation.	Technology in Society	Organizational culture, knowledge sharing, and innovation positively affect competitive advantage. These elements contribute to acquiring advanced manufacturing capabilities, emphasizing their importance for a business's operational success. This study highlights the key drivers for achieving competitive advantage in the context of organizational culture, knowledge sharing, and innovation.
13	Jalal, HA (2018)	Knowledge sharing and organizational culture: The hidden moderator for competitive advantage.	International Journal of Knowledge Management Studies	Organizational culture moderates the relationship between employee knowledge-sharing ability and knowledge-sharing success. High knowledge-sharing success is achieved when organizational culture values expertise and formal collaboration. This study explores how cultural values influence knowledge-sharing success and highlights implications for human resource management practices.
14	Kadhim, S.J., & Rahman, S.J. (2023)	The impact of sustainable practices of green knowledge sharing on competitive capabilities: Applied study for a sample of MasterCard workers in Iraq.	Al-Qadisiyah Journal for Administrative and Economic Sciences (QJAE)	Green knowledge-sharing practices positively affect competitive capabilities, including creative, marketing, financial, managerial, and human capabilities. This study, conducted in Iraq, highlights the role of green knowledge sharing in enhancing organizational competitiveness. The findings provide insights for companies aiming to enhance competitive capabilities through sustainable knowledge-sharing practices.
15	Wening, N. (2023)	The Mediating Role of Creativity on the Effect of Knowledge Sharing on Sustainable Competitive Advantage.	ABAC Journal	Knowledge sharing, both tactical and explicit, directly affects creativity. Creativity, in turn, directly affects sustainable competitive advantage. Tactical knowledge sharing has a direct effect on sustainable competitive advantage. Explicit knowledge sharing directly impacts sustainable competitive advantage through creativity as a mediator. This study provides insight into the mediating role of creativity in the relationship between knowledge sharing and sustainable competitive advantage.
16	Kusuma, NT (2023)	The Influence of Green Knowledge Sharing and Organizational Commitment on Green Competitive Advantage: The	Lecture Notes in Networks and Systems	Green knowledge sharing and organizational commitment positively affect green innovation and competitive advantage. Green innovation mediates the relationship between green knowledge sharing and green competitive advantage. This study explores the dynamics of green practices and their impact on achieving



No	Author & Year	Title	Resources	Results
		Mediating Role of Green Innovation.		competitive advantage in the context of green knowledge sharing and organizational commitment.
17	Khan et al. (2022)	Relationship among green human resource management, green knowledge sharing, green commitment, and green behavior: A moderated mediation model.	Frontiers in Psychology	Green human resource management practices, knowledge sharing, commitment, and behavior are interrelated and influence green competitive advantage. The moderated mediation model shows how these factors influence each other in the context of sustainability.
18	Malik et al. (2024)	Green transformational leadership, environmental strategy, and green innovation: Mediated moderation of knowledge sharing and green absorptive capacity.	Pakistan Journal of Commerce and Social Sciences (PJCSS)	Green transformational leadership, environmental strategy, and green innovation influence each other in the context of knowledge sharing and green absorptive capacity. This study shows how knowledge sharing and green absorptive capacity mediate the relationship between green leadership and environmental strategy.
19	Ahmad et al. (2023)	Green HRM practices and knowledge sharing improve environmental Performance by raising employee commitment to the environment.	Sustainability	Green HRM practices and knowledge sharing improve environmental Performance by enhancing employee commitment to the environment. This study provides insights into how green HRM and knowledge sharing contribute to ecological Performance through employee commitment.
20	Khan et al. (2023)	Green Leadership, environmental knowledge Sharing, and sustainable Performance in the manufacturing Industry: Application from upper echelon theory.	Sustainable Energy Technologies and Assessments	Green leadership, environmental knowledge sharing, and sustainable Performance in manufacturing industries are interrelated. This study uses upper-echelon theory to explain how green leadership affects sustainable Performance through environmental knowledge sharing.



No	Author & Year	Title	Resources	Results
21	Ahmad et al. (2021)	Promoting green behavior through ethical leadership: a green human resource management model and environmental knowledge.	Leadership & Organization Development Journal	Ethical leadership and green HRM contribute to green behavior through environmental knowledge. This study explains how green HRM and ethical leadership models can promote organizational green behavior.
22	Muisyo et al. (2022)	Implications of green HRM on the firm's green competitive advantage: the mediating role of enablers of green culture.	Journal of Manufacturing Technology Management	Green HRM influences a firm's green competitive advantage through the green culture mediator. This study explores how green culture and its supporting elements influence green competitive advantage.

Based on the article, achieving competitive advantage in a highly competitive business era becomes crucial for a company's success. Competitive advantage is related to efficient resource utilization and knowledge-sharing practices as a determining factor. [32]. Ibrahim (2003) highlighted the growth potential by applying knowledge management methods, especially the SECI model, to leverage local knowledge. Investment in the intellectual development of communities and the preservation of local knowledge are considered pathways to sustainable growth. Similarly, Glisby (2011) introduced the concept of "knowledge advantage" from tactical knowledge in cross-cultural business relationships, emphasizing the importance of mastering tactical corridors through connectivity to leverage knowledge advantages. [33].

Hatch and Dyer's (2004) research confirms that humans and learning are key resources that support sustainable competitive advantage. Investment in human resources that align with the company's needs is identified as a factor in increasing organizational learning and Performance. [34]. In this context, human resource management (HRM) plays a central role in efforts to achieve competitive advantage. [6]Environmentally oriented HRM practices are recognized as a significant contributor to achieving sustainable competitive advantage by integrating the Natural Resource-Based View (NRBV) strategy. [6,11].

In addition, Hatch and Dyer (2004) explored the role of human capital in the semiconductor manufacturing industry, showing that investment in a firm's human capital can significantly impact firm learning and Performance. Knowledge management is also considered critical to growth, as Ibrahim (2003) points out, highlighting the potential contribution of knowledge management methods by small businesses in Africa to the continent's development.

Garcia-Perez (2018) explores the importance of knowledge sharing within and across organizations, emphasizing people-based collaborative approaches as key to a shared understanding of key business issues [10]. Furthermore, Rauf (2016) details the factors that



influence knowledge sharing among organizational employees and proposes a concentric model to classify these factors [35].

Singh (2020) discusses the role of market-oriented information technology competencies and knowledge-sharing mechanisms in achieving competitive advantage. This study shows that market-oriented information technology competencies can enhance firm innovation, and knowledge sharing mediates the relationship between these competencies and firm competitive advantage. Eidizadeh's (2017) study highlights the role of business intelligence, knowledge sharing, and organizational innovation in achieving competitive advantage. The results show a positive impact, emphasizing the critical role of business intelligence in enhancing knowledge sharing, organizational innovation, and competitive advantage. [36].

Azeem's (2021) study investigated the relationship between organizational culture, knowledge sharing, innovation, and competitive advantage. The results showed a positive impact, emphasizing the critical role of organizational culture, knowledge sharing, and innovation in achieving competitive advantage. [37]. Wening's (2023) study analyzed the mediating role of creativity in the relationship between knowledge sharing and sustainable competitive advantage. [38]. The findings showed that tactical and explicit knowledge sharing directly affects creativity and sustainable competitive advantage.

To address environmental challenges, Kadhim and Rahman (2023) explored the impact of sustainable green knowledge-sharing practices on competitiveness. [14]. This study highlights the role of green knowledge-sharing practices in enhancing various competitive capabilities, including creativity, marketing, finance, managerial, and human. Kusuma's (2023) study examined the influence of green knowledge sharing and organizational commitment on green competitive advantage, with green innovation as a mediator. [13]. The results showed that both had a positive influence, with green innovation mediating the relationship.

Lin (2017) highlighted the relationship between green knowledge sharing, dynamic capabilities, service innovation, and competitive advantage. [12]. The results showed that green knowledge sharing can enhance green dynamic capabilities and service innovation, positively influencing green competitive advantage. This study provides in-depth insights into the importance of sustainable knowledge sharing in the context of green competitive advantage. Mustafa et al. (2023) investigated green human resource management practices and their impact on green competitive advantage. [39]. The results showed a positive influence, emphasizing the vital role of green human resource management practices in combining green knowledge and innovation.

Discussion

Resource-Based View (RBV) emphasizes the importance of valuable, rare, inimitable, and non-substitutable (VRIN) internal resources as the key to achieving sustainable competitive advantage. In sustainability, Green Human Resource Management (GHRM), green knowledge sharing (GKS), leadership, and employee behavior are strategic resources that can provide a sustainable competitive advantage. GHRM is a practice that encourages environmentally friendly behavior in the workplace through policies, procedures, and systems that are integrated with sustainability goals. In the RBV framework, GHRM is considered a unique and valuable resource because not all organizations have policies that focus on



sustainability. Research by Ahmad et al. (2023) shows that implementing GHRM can improve organizational environmental Performance by strengthening employee commitment to environmental goals. They provide a sustainable competitive advantage because superior environmental Performance can be a differentiating factor in the market. GHRM plays an important role in shaping and supporting employee green behavior through sustainability-oriented recruitment, training, and Performance management processes. The findings of Ahmad et al. (2021) support this view, showing that effective GHRM can enhance employee commitment to sustainability goals, supporting the achievement of Sustainable Competitive Advantage (SCA) [40]. In the context of the halal industry, GHRM practices must be aligned with Sharia principles, as discussed by Ibrahim (2003), to provide a competitive advantage in an environmentally conscious global market. Green Knowledge Sharing (GKS) is essential in supporting sustainability by disseminating green information and practices throughout the organization. Within the RBV framework, GKS strengthens the organization's capacity to innovate and adapt to changes in the external environment, making it a valuable resource for achieving sustainable competitive advantage. Kusuma and Muafi's (2022) research shows that GKS supports green innovation and contributes directly to green competitive advantage [13].

Khan et al.'s (2022) research also emphasizes that GKS strengthens the Relationship between GHRM and employee green behavior, which is essential in building a sustainable organizational culture. [41]. In the halal industry, GKS must ensure that knowledge about halal practices and sustainability is effectively distributed, supporting innovation and competitive advantage, as Lin (2017) indicates. Leadership, especially green leadership, is crucial in guiding organizations toward sustainability goals. Based on the RBV, green leadership can be considered a rare and invaluable resource due to its ability to inspire and motivate employees to pursue sustainability goals. Malik et al. (2024) showed that green transformational leadership can increase the capacity for green knowledge absorption and drive green innovation, improving environmental Performance. [42]. Khan et al.'s (2023) study also found that green leadership significantly facilitates GKS, strengthening sustainable Performance. Leaders who understand the importance of integrating Sharia principles with sustainability will be more effective in implementing GHRM and GKS, enhancing SCA in the halal industry. Employee green behavior, which includes pro-environmental actions in the workplace, results from the interaction between GHRM, GKS, and green leadership. Within the RBV framework, employee green behavior is considered a valuable internal resource because it can directly affect an organization's environmental Performance and SCA. Ahmad et al. (2021) found that green behavior driven by ethical leadership and effective GHRM practices can strengthen an organization's environmental Performance, providing a sustainable competitive advantage. Muisyo et al.'s (2022) research shows that green behavior driven by GHRM and green leadership can improve environmental Performance, directly impacting SCA. [43] In the halal industry, employee green behavior is essential to ensure that business practices comply with halal standards and support sustainability. Thus, employee behavior that supports sustainability can be a source of competitive advantage, especially in a market that increasingly demands environmentally friendly business practices.

The research forms a theoretical relationship model between Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), leadership, and employee green behavior in the context of Sustainable Competitive Advantage (SCA) by referring to the



Resource-Based View (RBV) theory as a basic framework for understanding how internal resources such as GHRM, GKS, and green leadership can provide sustainable competitive advantage, with the following hypotheses:

1. Green HRM positively influences Sustainable Competitive Advantage.

Effective Green Human Resource Management (GHRM) practices will enhance Sustainable Competitive Advantage (SCA). GHRM's integration of sustainability principles into human resource management practices such as recruitment, training, and Performance management can strengthen employees' commitment and environmentally friendly behavior. GHRM can improve an organization's environmental performance, providing a sustainable competitive advantage. The study showed that organizations implementing GHRM well tend to have superior environmental performance, an important market differentiating factor [5][5][5]. Therefore, this hypothesis is supported by the finding that GHRM can increase awareness and commitment to sustainability, which is essential for SCA [40].

2. Green Knowledge Sharing Mediates the Relationship between Green HRM and Sustainable Competitive Advantage.

Green Knowledge Sharing (GKS) is a mediator in the Relationship between GHRM and SCA. GKS involves disseminating and applying sustainability-related knowledge throughout the organization, which strengthens the impact of GHRM. Research by Kusuma and Muafi (2022) shows that GKS supports green innovation and contributes directly to green competitive advantage. GKS ensures that green practices introduced through GHRM can be effectively implemented throughout the organization, strengthening the Relationship between GHRM and SCA [41]. In other words, GKS strengthens the positive effects of GHRM on SCA by ensuring that green knowledge is widely and effectively implemented within the organization.

3. Green Knowledge Sharing mediates the Relationship between Green HRM and employee green behavior.

GKS also mediates the Relationship between GHRM and employee green behavior. GKS enables employees to disseminate and implement sustainability-related knowledge, encouraging green behavior. GKS strengthens the Relationship between GHRM and employee green behavior by ensuring that green information and practices are available to all organization [44]. With GKS in place, employees are more likely to engage in green behavior because they can access relevant and best knowledge [13]. Therefore, GKS mediates the effect of GHRM on employee green behavior, leading them to be more committed to environmentally friendly practices.

4. Green Leadership Mediates the Relationship Between Green HRM and Sustainable Competitive Advantage

Green Leadership mediates the Relationship between GHRM and SCA. Green leadership can strengthen the positive effects of GHRM by motivating and inspiring employees to commit to sustainability goals. Transformational green leadership can enhance the organization's green knowledge absorption capacity and encourage innovation, which supports SCA [42]. Green leadership helps guide and support GHRM implementation, thereby strengthening the positive impact of GHRM on SCA. In other words, influential

green leaders can facilitate and enhance GHRM implementation, supporting SCA achievement.

5. Green Leadership mediates the Relationship between Green HRM and employee green behavior.

Green Leadership also mediates the Relationship between GHRM and employee green behavior. Strong green leadership can strengthen the impact of GHRM on green behavior by inspiring and motivating employees to engage in environmentally friendly behavior. Research by Ahmad et al. (2021) shows that green leadership plays a vital role in facilitating the implementation of GHRM and enhancing employee green behavior. Green leadership supports GHRM by creating an environment that motivates employees to adopt and implement green practices, ultimately improving their green behavior [42]. Therefore, green leadership mediates the Relationship between GHRM and employee green behavior.

6. Employee green behavior mediates the Relationship between Green HRM and Sustainable Competitive Advantage.

Employee green behavior mediates the Relationship between GHRM and SCA. Green behavior triggered by GHRM can improve organizational environmental performance, supporting SCA. Ahmad et al.'s (2021) study found that green behavior driven by ethical leadership and effective GHRM practices can strengthen organizational environmental performance and provide sustainable competitive advantage. Employees' proactive green behavior in implementing environmentally friendly practices directly improves environmental performance, which is a key factor in achieving SCA [43]. Thus, employee green behavior becomes an essential mediator in the Relationship between GHRM and SCA, linking GHRM efforts to desired outcomes.

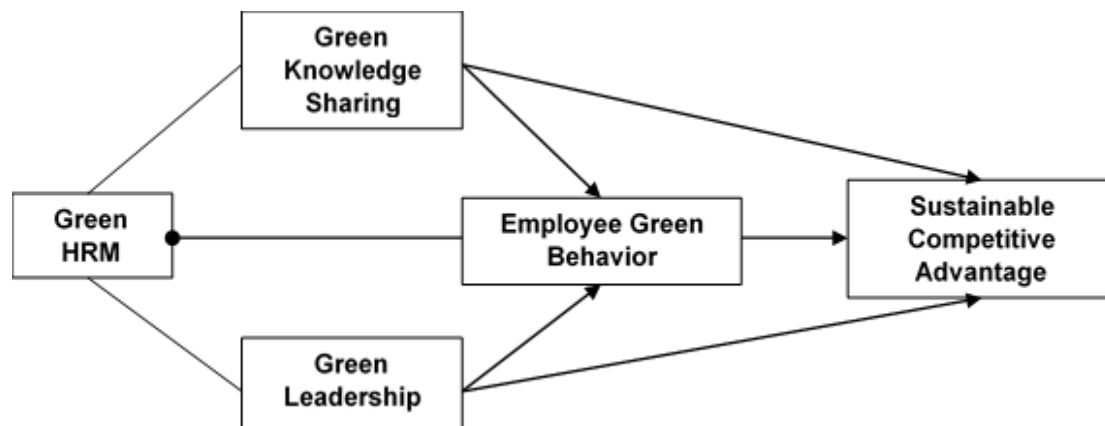


Figure 2. Relationship Model between Green HRM and Green Knowledge Sharing Towards Competitive Advantage

This model is critical in halal industry development in Indonesia because it provides insight into how sustainability practices can be integrated into an increasingly relevant and global sector. In the halal industry, where business practices must comply with Sharia principles while meeting global environmental standards, the adoption of Green HRM, green knowledge sharing, and green leadership can play a crucial role.



GHRM helps ensure that business practices comply with halal principles and support environmental sustainability. It is essential for the halal industry in Indonesia, where adopting environmentally friendly policies that align with Sharia values can achieve a competitive advantage in the global market. Green Knowledge Sharing effectively disseminates knowledge about halal practices and sustainability throughout the organization, supporting innovation and the development of environmentally friendly products. This is essential to ensuring that the halal industry in Indonesia can adapt to market changes and global environmental demands. Green leadership plays a role in motivating and inspiring employees to commit to green practices, which is very important in the halal industry in Indonesia. Effective leadership can ensure that GHRM and GKS practices are implemented consistently, increasing competitive advantage.

Employee green behavior driven by GHRM policies and green leadership directly contributes to the organization's environmental performance. In the halal industry, employee green behavior helps ensure that all aspects of business operations meet halal standards and support environmental sustainability. Overall, this research provides a basis for developing sustainability strategies that are not only relevant to halal principles but can also provide sustainable competitive advantages. The implementation of the model obtained from this study can help the halal industry in Indonesia achieve sustainable growth and meet the demands of the global market, which is increasingly concerned about environmental issues.

Conclusion

Based on the Resource-Based View (RBV) framework, effective GHRM practices can directly enhance Sustainable Competitive Advantage (SCA) by integrating sustainability principles into human resource management practices. GKS mediates the Relationship between GHRM and SCA by effectively disseminating green knowledge throughout the organization. Green leadership also plays a significant role as a mediator in the Relationship between GHRM and SCA, as well as GHRM and employee green behavior, by inspiring and motivating employees to commit to sustainability goals. Employee green behavior driven by GHRM and green leadership are essential mediators in improving organizational environmental performance and achieving SCA. Overall, this research establishes a theoretical relationship model between GHRM, GKS, green leadership, and employee green behavior in the context of sustainability and competitive advantage. These findings provide a basis for developing sustainability strategies relevant to halal principles and support competitive advantage in the global market.

For practitioners, the results of the study indicate that the implementation of Green Human Resource Management (GHRM) and Green Knowledge Sharing (GKS), as well as effective green leadership, can improve Sustainable Competitive Advantage (SCA) by strengthening employee commitment to sustainability and green behavior. Effective implementation of GHRM, supported by green leadership, can improve the environmental performance of organizations, which is very important in a global market that is increasingly focused on environmentally friendly practices. For researchers, these findings open up opportunities for further studies on additional factors that may influence the Relationship between GHRM, GKS, green leadership, and employee green behavior, as well as evaluating the impact of sustainability practices across various industry contexts.



This research is a systematic literature study that has not been empirically verified. Therefore, the findings are still theoretical and require further validation through field research or real-world case studies. The study has not considered other contextual factors, such as government policies or market dynamics, that may affect the implementation of GHRM, GKS, and green leadership. Therefore, additional empirical studies are needed to test and strengthen the proposed theoretical model and to explore the impact of sustainability practices in various industrial contexts.

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