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Research Article

Designing a Green Human Resource Management Model with the Approach of Strategic Human Resource Management Systems

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ABSTRACT

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Abstract:
The main purpose of this research is to design a green human resource management model with the approach of strategic human resource management systems by using the foundation's data approach. To get the goal, the qualitative research method of grounded theory and paradigm model has been used to develop the aforementioned research model. The statistical population of this research was fourteen professors in the field of human resources management, the purposeful sampling method and the data collection method was semi-structured interviews, which continued until theoretical saturation was reached. At first (open coding), the researcher has obtained the components based on the data obtained from in-depth interviews and their processing and categorization by modeling the theory of grounded theory. The results of the present research led to the identification of 74 sub-categories and 19 main sub-categories using the data base approach of Corbin and Strauss, 4th edition, and in order to design the paradigm model of green employment, personality factors, design of green processes as Causal conditions, technological conditions and implementation of waste management system as background conditions, management weaknesses, stakeholder support, green intellectual capital, green communication, organizational support as intervening conditions, green energy consumption management, safety and health management Green, economic factors and improvement of green performance were identified as the consequences and central category including green human resource management.

Keywords:
Green Human Resources, Green Management, Strategic Management, Foundation Data Theory

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1. Introduction

In recent decades, there has been a significant rise in environmental issues and challenges across various parts of the world, which has placed considerable pressure on organizations (Ghaffari Ashtiani & Ghiassabadi Farahani, 2017). The world is now entering and experiencing a green economy—an economy in which human resources and intellectual capital, as the central pillars of economic growth, increasingly outweigh physical capital. Survival in such an economy requires attention to consumer demands and future changes in jobs, where environmental concerns and sustainable development are among the top priorities. Human resource management, by focusing on human resources and environmental management programs and integrating them into its operations, introduces Green Human Resource Management (GHRM). This provides unique opportunities and conditions for all stakeholders and investors to engage in such programs, thereby improving the organization's environmental performance, aligning with sustainable development policies, and creating mutually beneficial relationships (Al-Suwaidi et al., 2021). Green management, by optimizing resources and reducing energy waste, is transitioning from industry-based financial systems to a talent- and capacity-based economy (Seyedjavadein et al., 2021).

With growing public awareness and knowledge about social welfare and environmental importance, environmental concerns have become a serious issue for the public (Ghiassabadi Farahani & Ghaffari Ashtiani, 2018). Over the past two decades, attention to environmental, social, and economic sustainability has increased in management activities and research. In alignment with this trend, Human Resource Management has evolved from a strategic to a sustainability-oriented approach. Green Human Resource Management, as a branch of sustainable HRM, is a modern topic in the HRM field that emphasizes environmental sustainability (Mohammadnejad Shourkaei et al., 2016; Farrokhi et al., 2017; Tavakoli et al., 2018). Public concern over the long-term consequences of environmental degradation and climate change is growing. Due to these rising concerns and the associated threats to profitability and economic growth, companies worldwide have taken serious steps toward improved environmental responsibility (Motamedi et al., 2014).

On one hand, the growing environmental challenges, and on the other hand, the neglect of a sustainable approach to human resources in domestic studies and the ambiguity of this concept for local researchers, prompted the researcher to conduct a qualitative study to provide a framework for Green HRM. Today, the rapid development of societies has led to excessive use of natural resources, environmental degradation, various types of pollution, etc., posing a serious threat to sustainable development (Mohammadzadeh Khalil Abad & Ramazani, 2015).

In fact, green employee behavior is defined as measurable individual behavior that contributes to environmental sustainability in the workplace. According to Kirkwood and Walton (2014), green organizational practices include recycling programs, environmental policies in the workplace, reuse, waste minimization, energy conservation through technological changes, operational plans to reduce energy use, minimizing water consumption, reducing carbon emissions, maintaining environmentally responsible supply chains, conducting lifecycle analyses, measuring environmental impact, having an environmental management system, and addressing energy issues. The concept of proactive green behavior refers to the degree of employee participation in pro-environmental activities beyond their formal job duties. Some scholars argue that there is a distinction between employees' green behavior and their voluntary green behavior: green behavior within the scope of assigned duties is called employee green behavior, whereas green behavior stemming from personal initiative beyond organizational expectations is called voluntary green behavior (Hassanpour et al., 2017). Humans are considered both the main drivers and

primary victims of environmental crises (Ghiassabadi Farahani & Ghaffari Ashtiani, 2017). Human Resource Management includes standard procedures and actions such as recruitment, selection and hiring, retention, innovation, performance appraisal, career path management, reward and compensation systems, training, and development (Farhadi et al., 2016).

Therefore, organizations, in line with the goals of the 20-Year Vision of the Islamic Republic of Iran and based on the legal mandates of urban and rural company formations and their environmental protection responsibilities—such as providing clean water and ensuring its proper collection, transfer, and treatment—can, by relying on green human capital (qualified, efficient, and technologically adept workforce), offer the most effective, greenest, and most economical services. These services should be provided while fulfilling legal commitments and social responsibilities, aiming to protect the environment and promote productivity, with customer-centric principles. Thus, the central question of this study is: How can a model for Green Human Resource Management with a strategic HRM systems approach be designed using the grounded theory method?

2. Theoretical Foundations

Green Human Resource Management (GHRM)

Green human resource management refers to the formulation and implementation of strategies to raise awareness among employees and managers about green practices to enhance and pursue environmental sustainability activities. This helps organizations in becoming green entities. On the other hand, GHRM encompasses all activities involved in developing, implementing, and maintaining a system aimed at building a green workforce within the organization. This HRM role is accomplished by transforming ordinary employees into green employees and refers to policies, practices, and systems that motivate employees to act in environmentally friendly ways that benefit individuals, society, the natural environment, and the business itself (Aravha & Kaul, 2020; Bag, 2019).

Proper and effective utilization of human resources contributes to promoting environmental actions within organizations and increasing employee commitment and awareness of environmental issues (Lloyd et al., 2016). In green organizations, one of the most critical roles in instilling green thinking among employees is that of HR managers and specialists, who must turn employees into environmentally committed individuals. To achieve environmental goals, environmental concerns must be embedded in various HR practices such as recruitment and selection, training, performance evaluation, and rewards (Muita, 2019).

Green Human Resource Management and Environmental Performance

Previous research has shown that HRM practices play a major role in the success of environmental performance programs. Environmental performance refers to “an organization's commitment to protecting the environment and demonstrating measurable operational parameters that fall within prescribed environmental care standards” (Roscoe et al., 2019; Patil, 2018). It is defined as “the environmental outcome of an organization's activities aimed at reducing negative impacts on the environment” (He et al., 2019). Green training enables employees to understand environmental issues and take appropriate actions in the workplace, which can enhance organizational green performance. When employees receive green training, their skills, abilities, knowledge, commitment, and attitudes toward the environment are improved. Organizations that emphasize green employee participation provide opportunities for employees to use their green knowledge and skills in environment-related tasks, carry out green initiatives in the workplace, and present innovative green

solutions to minimize waste. This enhances resource efficiency and supports environmental protection (Fan et al., 2020).

Green Reward Management

This refers to a system of financial and non-financial rewards aimed at attracting, retaining, and motivating employees to contribute to environmental goals (Tang et al., 2018). Financial and non-financial incentives guide employees' attitudes and behaviors toward environmentally friendly activities, thereby enhancing their tacit knowledge in performing eco-friendly tasks (Kim et al., 2019).

Green Training and Development

Providing environmental training to organizational members (employees and managers) to develop necessary skills and knowledge is a key function of green HRM. This is useful in implementing environmental management programs in companies. Training promotes recycling and waste management, supports flexible work programs and remote work, and reduces long-distance business travel—all beneficial in minimizing environmental harm. It is also a good method for instilling core environmental values among employees and their families (Muita, 2019; Hussain, 2018; Akhtar & Islam, 2019).

Green Performance Appraisal

Performance management systems assess employee performance in achieving desired environmental outcomes by measuring employee contributions to improved environmental performance. This ensures the effectiveness of green management practices over time and protects environmental management initiatives from deterioration (Masri et al., 2017; Arulrajah et al., 2015; Tang et al., 2018). From an environmental management perspective, the organization evaluates the environmental outcomes of employees throughout operational processes to assess their contributions to organizational goals (Kim et al., 2019).

Green Recruitment and Selection

Organizations should focus on selecting and hiring employees who support and are interested in environmental causes. To attract increasingly environmentally conscious talent, organizations must build green images and branding that reflect environmental concern (Kapil, 2016; Arulrajah et al., 2015). Green recruitment and selection involve three aspects: green awareness in candidate selection, green employer branding, and green criteria for attracting candidates (Tang et al., 2017). Organizations can attract and select candidates committed to environmental issues. Green recruitment and selection are considered key components of green HRM practices. Green awareness of candidates is a core element and includes personality traits aligned with the organization's environmental objectives (Tang et al., 2017; Iqbal et al., 2018). The priority for organizations with green HRM is to select environmentally sensitive and committed candidates, using internal and external hiring and reducing candidate numbers through various testing methods (Kim et al., 2019).

Research Background

Haldorri et al. (2022), in their study titled Top Management Green Commitment and Green Intellectual Capital as Enablers of Hotel Environmental Performance: The Mediating Role of Green Human Resources, found that top management's green commitment and green intellectual capital have a direct impact on green HRM and hotel environmental performance.

Wuen et al. (2022) conducted a quantitative analysis on strategic human resource management and organizational learning and concluded that these factors significantly

influence the organizational performance of service-based small and medium-sized enterprises.

The findings of Darvishmotlagh et al. (2022), in their study Green Human Resource Management, Environmental Awareness, and Green Behavior, showed that environmental awareness positively affects green HRM. However, servant leadership does not moderate the relationship between task-related and green HRM.

Aburamadan and Karatepe (2021), in their study Green Human Resource Management, Perceived Green Organizational Support, and Their Effects on Employee Behavioral Outcomes, found that green HRM enhances hotel employees' perceptions of green organizational platforms. In other words, effective implementation of green HRM signals a perceived green organizational system.

The study by Adi et al. (2021), titled Green Employee Empowerment? Barriers to Green Employee Performance, demonstrated that green communication—communication between employees, supervisors, and the environment—greatly influences the sustainability of employee performance. To become green-oriented, an organization must foster green commitment, which values employee health and environmental safety, acting as a key motivator for green loyalty and positive productivity.

Yousef et al. (2020), in their research Top Management Commitment, Corporate Social Responsibility, and Green HRM, found a positive and significant relationship between top management commitment, CSR, and all dimensions of green HRM.

In another study, Latan et al. (2018), titled The Effects of Environmental Strategy, Environmental Uncertainty, and Top Management Commitment on Corporate Environmental Performance: The Role of Environmental Management Accounting, showed that organizational resources (including environmental strategy, top management commitment, and environmental uncertainty) significantly influence the company's environmental performance, which in turn enhances overall performance.

Kim et al. (2019), in their study The Effect of Green Human Resource Management on Pro-Environmental Employee Behavior and Hotel Environmental Performance, found that green HRM improves organizational commitment, eco-friendly behavior of employees, and the environmental performance of hotels.

Iqbal et al. (2018), in their study Employee Green Behavior for Environmental Sustainability, showed a direct and positive relationship between employee green behavior and environmental sustainability.

Masri et al. (2017), in their research titled Evaluating Green HRM Practices in the Manufacturing Sector, found a significant relationship between green HRM practices (such as green recruitment and selection, training and development, green performance management, green rewards and compensation, employee empowerment and participation, and green organizational culture) and green performance.

The study by Dumont et al. (2017), The Effects of Green Human Resource Management on Employee Work through Green Behavior, found that green HRM directly and indirectly affects work outcomes through green behavior, but has a more prominent effect indirectly.

In domestic studies, Sabkroo et al. (2021) found in their study The Impact of Green HRM on Environmental Performance: The Mediating Role of Green Organizational Culture, Organizational Commitment, and Environmental Behavior, that green HRM positively affects employee commitment, enabling a green organizational culture and eco-friendly behavior. Additionally, green HRM positively influences environmental performance through the mediating variables of organizational commitment and environmental behavior.

In another study, Tavakoli et al. (2018), titled Proposing a Structural Model of Green HRM Based on HRM Systems, the predictive variables in achieving green HRM were identified in

order of importance as maintenance, compensation, performance management, and HR development, all significantly related to green HRM.

Finally, Farrokhi et al. (2017), in their research Providing a Green Human Resource Management Framework in the Steel Industry, concluded that green HRM impacts individual, organizational, and group outcomes. Due to the necessity of internalizing environmental values and changing the attitudes of employees and managers at Mobarakeh Steel Company, the most important strategy for this change is education and increasing environmental knowledge.

3. Research Methodology

This study was conducted by using a qualitative research approach and employed the grounded theory strategy based on Corbin and Strauss's fourth edition (2015). The grounded theory methodology is particularly suitable for presenting and explaining a theory about a process and includes procedures for testing and refining theory derived from data (Corbin & Strauss, 2015).

Given the emphasis of grounded theory on incorporating diverse perspectives, fourteen participants were selected from among faculty members specializing in human resource management. They were chosen through purposive sampling, and this process continued until theoretical saturation was reached.

Table 1. Characteristics of Participants in the Research

Work Experience	Field of Study	Education Level	Gender
10 years	Public Administration	PhD	Male
7 years	Public Administration	Bachelor's	Female
23 years	Human Resource Management	PhD	Male
16 years	Management	Master's	Female
14 years	Management	PhD	Male
17 years	Environmental Studies	Master's	Male
15 years	Public Administration	Master's	Male
10 years	Environmental Studies	PhD	Female
19 years	Management	Bachelor's	Male
14 years	Public Administration	Master's	Male
15 years	Public Administration	PhD	Female
10 years	Management	Bachelor's	Male
12 years	Environmental Studies	Master's	Female
17 years	Public Administration	Master's	Male

The study was implemented with the participation of these individuals, and the data collected using semi-structured interviews. The sampling method employed was theoretical sampling, which continued until no new characteristics emerged.

Initially, to gain a deeper understanding of the research topic, data were collected through both library and field methods. After thoroughly reviewing the literature in this area, in-depth semi-structured interviews were conducted to gather data. A total of 14 interviews were carried out. Data saturation began to appear from the tenth interview onward, but interviews

continued to the fourteenth to ensure comprehensiveness—interviews 13 and 14 yielded fully repetitive data.

Interview durations ranged from 45 to 60 minutes and were conducted with the mutual consent of both parties. The central interview question was: "What are the key factors influencing green human resource management based on strategic HRM systems?" Other questions were derived from respondents' answers within the framework of the paradigm model and the informational needs of its categories.

All interviews were recorded and transcribed, then repeatedly reviewed to extract insights. To ensure internal validity, techniques such as member checking (feedback to interviewees), peer debriefing (colleague notes on findings), and bracketing researcher biases and assumptions were used.

After each interview, the emerging model was shared with participants. If they had input, it was discussed. For external validity, constant comparative analysis, avoiding premature assumptions, and triangulation through multiple data sources were employed. Codes were reviewed by several experts who provided feedback on the coding and labeling processes.

Data reliability was ensured by clearly documenting all decisions and providing access to raw data, analyzed data, codes, categories, the research process, initial objectives, and questions to faculty reviewers. After auditing by experts, all research steps were validated.

Additionally, inter-coder reliability was tested with the help of a PhD student. Three interviews were independently coded, and an intra-subjective agreement rate of 78% was achieved—well above the minimum acceptable threshold of 34%, confirming the reliability of the coding process.

4. Research Findings

In this section, the researcher presents the connection between the concepts derived from the interviews (initial coding) and the fundamental foundations of the research (grounded theory analysis of customer experience based on managers' experiences). The aim is to create a comprehensive, complete, and integrated link between these categories, which then forms the basis for axial coding. Ultimately, the researcher seeks to propose a model related to customer experience based on the experiences of managers.

The codes extracted from the raw data (open coding), through a contextual analysis mechanism, led to the formation of more abstract concepts and categories. As the process progressed into analysis, interactions and reactions were linked to various outcomes, relationships were explained, and the categories were structured around the central phenomenon—Green Human Resource Management (GHRM) with a focus on Strategic Human Resource Management Systems (SHRMS).

During the open coding phase, 442 open codes were extracted from 14 interviews. Repetitive and closely related items were removed during coding. After reviewing the extracted codes and re-evaluating the initial concepts, extra and similar items were removed. The remaining concepts were then categorized and grouped into common categories.

The analysis in this section is structured around the factors affecting Green Human Resource Management using a Strategic HRM Systems approach. The proposed model is presented as a process composed of the following stages: Causal, Contextual, Central Phenomenon, Intervening, Strategic Actions, and Consequences. At each stage, axial and selective coding were conducted based on data extracted from in-depth interviews, memos, and schematics. Finally, the findings are explained within a model of Green HRM with a Strategic HRM Systems approach.

Based on Grounded Theory, the main research question is answered through the following six phases:

Causal Conditions Coding

In this study, based on the perspectives of the participants, the following categories were identified as causal factors in the formulation of the Green Human Resource Management model. This part of the interview data analysis seeks to identify the factors that influence Green HRM from a strategic systems approach. After analyzing the interviews, 3 selective codes and 10 axial codes were extracted from 64 open codes. The results are summarized in the following table:

Table 2. Coding of Causal Conditions

Axial Code	Selective Code	Role of Extracted Codes
Green Awareness	Green Recruitment	Causal Conditions
		Interest in Environmental Activities
	Green Behavior	Employee Personality Traits
		Environmental Commitment
		Employee Environmental Attitude
		Environmental Protection Skills
	Use of Modern Technology	Green Process Design
		Green Outcomes
		Green Innovation
		Development and Promotion of Green HR

Coding of Contextual Conditions

This section aims to identify the factors that influence the selection of appropriate strategies under current circumstances. Through qualitative analysis, two selective codes—Technological Conditions and Implementation of a Waste Management System—were extracted from 5 axial codes and 15 open codes. These contextual conditions provide the foundational environment in which strategic choices are made and highlight the technological and regulatory infrastructure that supports or hinders green human resource management practices.

Table 3. Coding of Contextual Factors

Axial Code	Selective Code	Role of Extracted Codes
Outdated Equipment	Technological Conditions	Contextual Conditions
		Improper Use of Technology
	Establishing Green Regulations	Waste Management System
		Adopting Environmental Behaviors
		Penalties for Non-compliance with Green Goals

Coding of Intervening Conditions

Intervening conditions refer to general contextual factors that influence strategic responses. These conditions may emerge unexpectedly and vary depending on specific circumstances, thus requiring flexible and situational responses. Intervening factors represent overarching influences on the strategies chosen by individuals or organizations.

The qualitative data analysis led to the identification of five selective codes—Managerial Weaknesses, Green Intellectual Capital, Green Communication, Green Organizational Culture, and Organizational Support—which were derived from 20 axial codes **and** 109 open codes. The detailed results are summarized in the following table.

Table 4. Coding of Intervening Factors

Axial Code	Selective Code	Role of Extracted Codes
Lack of Green Management Stability	Managerial Weaknesses	Intervening Conditions
		Lack of Incentives for Eco-friendly Employees
		Poor Environmental Protection
		Absence of Green Organizational Goals
		Lack of Telework Infrastructure
	Strengthening Green Performance	Green Organizational Culture
		Understanding Green Values
		Eco-friendly Behavior
	Green Relational Capital	Green Intellectual Capital
		Green Human Capital
		Social Responsibility
	Promoting Energy-saving Culture	Green Communication
		Research for Environmental Protection
		Suggestion Committees for Optimization
		Participation in Environmental Forums & Research
	Green Compensation and Rewards	Organizational Support
		Motivation Creation
		Green Support
		Green Workplace
		Providing Free Bicycles

Coding of Strategies

This section reflects the behavioral strategies and tactics adopted by actors as a result of causal conditions. It highlights the actions and approaches they employ, along with the measures and techniques selected in response to the contextual circumstances in which they operate.

The analysis of interview transcripts in this section seeks to identify the interactions and responses emerging from the central concept. The qualitative analysis led to the extraction of four selective codes—Green Training, Green Participation, Green Compensation and Rewards, and Employee Empowerment and Attitudes—from 23 axial codes and 124 open codes. The resulting insights are presented in the following table.

Table 5. Coding of Strategic Factors

Axial Code	Selective Code	Role of Extracted Codes
Learning Green Skills	Use of Green Professional Training	Strategies
Education on Environmental Degradation & Its Importance		
Education on Social Development		
Human Factors Guidance	Strengthening Green Participation Culture	
Coordination		
Green Participatory Planning		
Teamwork and Personal Development		
Environmental Activities	Green Employee Empowerment	
Employees' Environmental Responsibility		
In-service Green Training		
Green Design		
Monetary Rewards	Enhancing Green Rewards	
Non-monetary Rewards		
Motivation for Encouraging Green Activities		
Environmental Attitude	Raising Awareness & Attitude	
Environmental Activities		
Use of Green Resources		
Paper Consumption Reduction		
Use of Natural Light		
Green Knowledge		
Use of Plants for Clean Air		
Green Thinking and Ideas		
Green Culture Development		

Coding of Outcomes

Wherever a specific action or interaction is carried out—or not carried out—in response to an issue or in order to manage or sustain a situation by an individual or group, certain outcomes will arise. Some of these outcomes are intentional, while others are unintended (Strauss & Corbin, 1997). The implementation of selected strategies inevitably leads to outcomes. The analysis of interview transcripts led to the identification of four key outcomes:

1. Management-related factors,
2. Economic factors,
3. Green health and safety management, and
4. Improvement of green performance.

These were derived from 16 axial codes and 67 open codes. Each of these factors was repeatedly mentioned in the interviews, indicating their significance. The relative importance of these outcomes cannot be distinctly separated from one another, as it varies based on current conditions and the specific work environment. The results are presented in the following table.

Table 6. Coding of Results

Role of Extracted Codes	Selective Code	Axial Code
Consequences	Optimized Energy Management	Green Consumption Management
		Environmental Reporting
		Waste Reduction
		Sustainable Development
		Green HRM Capabilities
	Green Safety and Health Management	Ensuring a Green Work Environment
		Reducing Employee Stress
		Green Safety Management
		Reducing Environmental Damage
	Economic Factors	Reducing Organizational Costs
		Green Productivity
		Financial Support
		Green Purchasing for the Organization
	Improved Green Performance	Green Strategy Evaluation
		Green Planning
		Green Competitive Advantage

Central Category Coding

The central phenomenon of this study is *Green Human Resource Management (GHRM)*. Undoubtedly, the central category in this research—similar to other studies—is composed of various dimensions. Through the analysis of interview data, one key dimension has been the emphasis on GHRM. Among six axial codes and thirty open codes, the results are presented as follows.

Table 7. Coding of the Central Category

Axial Code	Selective Code	Role of Extracted Codes
Green Recruitment & Selection	Green Human Resource Management	Central Category
		Green Training
		Green Performance Management
		Green Recruitment & Selection (repeated)
		Green Participation
		Green Rewards & Compensation

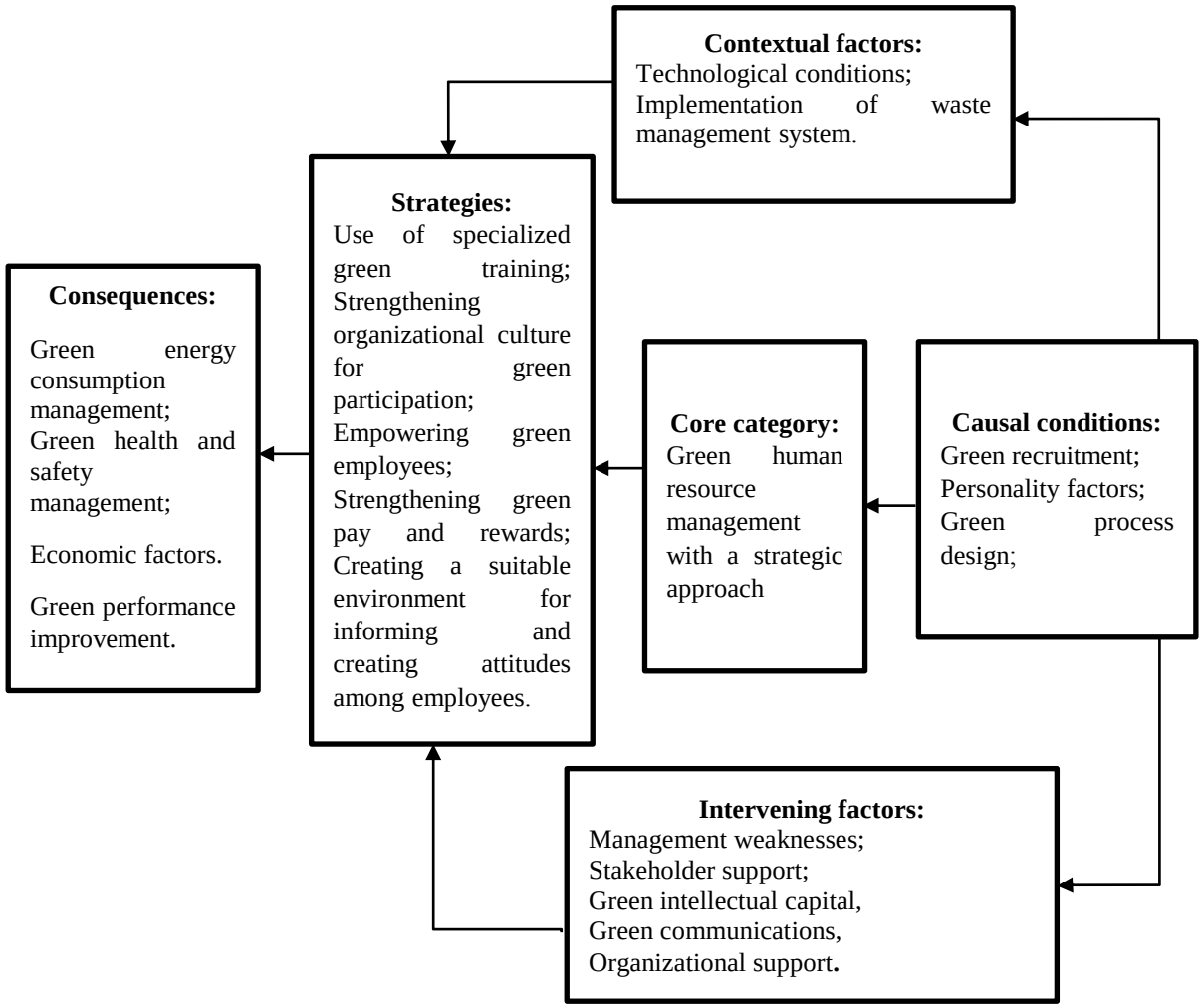

Figure 1. Paradigm model of Green Human Resource Management with a Strategic Approach

5. Conclusion

The evolution of Green Human Resource Management (GHRM) depends heavily on employee relations and organizational management activities. In GHRM, employee relations and organizational support (particularly regarding the workforce) are critical to implementation. Some companies adopt environmental management initiatives and programs such as joint consultations, information sharing, and recognizing employees as key stakeholders in environmental management. Gaining the support of labor unions for corporate environmental management plans is truly a good practice to enhance the environmental performance of the organization.

To address the main research question—*What is the paradigm model of Green Human Resource Management with a strategic approach?*—in-depth semi-structured interviews were conducted with fourteen participants, including national-level faculty members. Based on the analysis, 442 initial codes were identified. After grouping them by similarity and semantic proximity, 74 subcategories and 19 main categories were defined using the Corbin and Strauss (fourth edition) grounded theory approach.

To design the green recruitment paradigm model:

- **Causal conditions** included green personality factors and the design of green processes.

- **Contextual conditions** were technological circumstances and implementation of a waste management system.
- **Intervening conditions** were managerial weaknesses, stakeholder support, green intellectual capital, green communication, and organizational support.
- **Consequences** included green energy consumption management, green safety and health management, economic factors, and improved green performance.
- The **central category** was identified as Green Human Resource Management (GHRM).

Ultimately, the final model of the study was developed to extend the theory of GHRM based on strategic management systems, marking a key innovation of this research.

A comparison with previous studies (e.g., Haldor et al., 2022; Wuon et al., 2022; Dervishmotoli et al., 2022; Aburamadon & Karatepe, 2021; Adi et al., 2021; Yusef et al., 2020; Latan et al., 2018; Kim et al., 2019; Iqbal et al., 2018; Messeri et al., 2017; Dumont et al., 2017; Sabkru et al., 2021; and Farrokhi et al., 2017) confirms the alignment of this study with the existing literature.

This study is among the first to take a holistic view of GHRM using strategic HR management systems and to model it within a paradigm framework. Therefore, future research could:

- Use alternative qualitative methods such as dynamic modeling or expert-based simulation.
- Expand this model to broader sectors like international organizations or public interest companies.
- Include other influencing variables for more robust theory development.

Limitations included the geographic dispersion of experts, which made data collection time-consuming, as well as the experts' busy schedules that risked deprioritizing the interviews. Additionally, bureaucratic hurdles in coordinating interviews and completing the self-interaction matrix led to significant time loss in the study.

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