

## Roles of Ghrm in Sustainable Organization Practices: A Systematic Literature Review

Nur Ainaa Amirah Shahrulnizam, Mohamed Ayyub Hassan,  
Najah Azila Mohamad @ Mohamad Azizie, Ana Haziqah A  
Rashid, Shah Rollah Abdul Wahab

Faculty of Social Sciences and Humanities, Universiti Teknologi Malaysia, 81310 UTM Johor  
Bahru, Johor, Malaysia

Corresponding Author Email: ayyub@utm.my

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### Abstract

This systematic literature review explores the roles of Green Human Resource Management (GHRM) in promoting sustainable organizational practices. As environmental sustainability becomes a priority for businesses, GHRM practices, such as green recruitment, green training, green performance management, green pay and rewards and green employee engagement, are increasingly integrated into corporate strategies. By synthesizing 35 articles, this review identifies key dimensions of GHRM and examines their impact on environmental performance, with a focus on diverse industries and regions. It highlights challenges such as limited leadership commitment, resource constraints, and cultural resistance that impede GHRM adoption. The review emphasizes the importance of aligning GHRM with corporate strategy, leadership involvement, and standardized metrics to ensure long-term sustainability. Recommendations for future research include exploring industry-specific GHRM barriers, the role of organizational culture in sustaining GHRM, and the potential of digital transformation in enhancing GHRM practices. This study provides valuable insights for organizations seeking to implement effective GHRM strategies that drive both environmental and business outcomes.

**Keywords:** Systematic Literature Review, Green Human Resources Management, Sustainable, Green Recruitment, Green Training, Green Performance Management, Green Pay And Rewards, Green Employee Engagement

### Introduction

As the global focus on environmental sustainability intensifies, organizations are increasingly integrating GHRM into their strategies to align with broader environmental goals. GHRM encompasses a range of practices, including green recruitment, green training, green performance management, and green employee engagement, all aimed at promoting environmentally sustainable behaviour within organizations (Aftab et al., 2022; Shahzad et

al., 2021). Organizations may promote employee engagement, cultivate a sustainable culture, and improve environmental performance by integrating environmental objectives into HR functions (Aggarwal and Agarwala, 2022; Masud et al., 2022). With increasing pressure from governments, consumers, and other stakeholders to adopt green practices, GHRM is emerging as a key tool for companies to address climate change and environmental degradation (Jabbour et al., 2022; Ghouri et al., 2020). Traditionally, human resource management focused primarily on optimizing employee performance to achieve financial goals, with little emphasis on environmental concerns. However, over the past decade, this focus has shifted as sustainability has become a central pillar of corporate strategy (Khari, 2022). Organizations now recognize that GHRM can drive both environmental and business outcomes by aligning employee behaviour with sustainability goals (Hameed Zahid et al., 2020; Ren et al., 2022). Green recruitment, for example, helps attract talent who share the organization's environmental values, while green training equips employees with the skills necessary to contribute to sustainability initiatives (Al-Alawneh et al., 2024; Mousa and Othman, 2020). Additionally, green pay and reward systems incentivize employees to adopt environmentally responsible behaviours, and green performance management ensures that sustainability is embedded in employee evaluations (Awan et al., 2023; Anwar et al., 2022).

The global rise of GHRM highlights a growing recognition that organizations need to take initiative to solve environmental challenges (Awan et al., 2023). As sustainability becomes more urgent, organizations are adopting GHRM as a tactical mechanism to improve environmental performance and meet global standards. In developed countries like Germany, the UK, and Canada, GHRM adoption is widespread, driven by strict environmental regulations and a focus on corporate social responsibility (Renwick et al., 2022). In contrast, organizations in developing regions like Southeast Asia and Africa face greater challenges in adopting GHRM due to resource constraints and weaker regulatory frameworks (Aftab et al., 2022; Jabbour et al., 2022). Despite these barriers, there is growing recognition of the business benefits of sustainability, such as enhancing competitive advantage and reducing costs through improved resource efficiency. GHRM provides a comprehensive framework for fostering environmental responsibility within organizations, positioning organizations to thrive in an increasingly eco-conscious global market (Rana and Arya, 2024; Singh et al., 2020).

Towards a Systematic Review Framework on Roles of GHRM in Sustainable Organization Practices. A systematic review is a structured approach to synthesizing existing research, aimed at providing a comprehensive understanding of a specific topic. It involves the identification, evaluation, and synthesis of relevant studies using rigorous and transparent methods (Higgins et al., 2011). Despite the growing body of literature on GHRM, systematic reviews that comprehensively assess the implementation of GHRM across different industries and regions remain limited. Existing reviews often focus on individual dimensions of GHRM, such as green recruitment or training, without addressing the holistic integration of these practices across organizations (Renwick et al., 2020; Jabbour et al., 2022). This fragmented approach leaves a need for a comprehensive, up-to-date synthesis of GHRM research. This article seeks to fill this gap by conducting a systematic review that identifies and characterizes the patterns of GHRM implementation across diverse organizational contexts. The review will examine the variation of GHRM practices across different industries, highlighting both the challenges and ways to overcome in adopting green HR initiatives. Unlike previous studies, which often lack transparency in detailing review procedures (e.g., databases used,

inclusion/exclusion criteria, search terms), this review will provide a rigorous methodological framework to ensure replicability and comprehensive coverage of the literature. Without a systematic and thorough review, organizations may struggle to identify best practices and strategies for effectively integrating GHRM into their broader sustainability initiatives. Furthermore, the absence of a comprehensive overview leaves a gap in understanding the challenges organizations face in adopting GHRM practices across different sectors, particularly in industries where environmental sustainability has not been a traditional focus. If this gap remains unaddressed, future research may overlook key factors that contribute to or hinder the success of GHRM, leaving organizations without clear guidance on how to implement these practices effectively.

The central research question guiding this review is: How are GHRM practices implemented in sustainable organizational practices, and what challenges are encountered? This review will focus on identifying the patterns of GHRM adoption across different industries and regions, with a particular emphasis on how human resource management can drive sustainability initiatives within organizations (Shahzad et al., 2021). As more organizations prioritize sustainability, GHRM practices offer a strategic tool for aligning HR functions with environmental goals and enhancing long-term organizational performance (Ren et al., 2022).

### **Methodology**

The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) standards were followed in executing this systematic literature review to guarantee an open and thorough review procedure. The PRISMA method consists of four stages: identification, screening and eligibility.

#### *Prisma*

Preferred Reporting Items for Systematic Reviews and Meta-Analyses is referred to as PRISMA. It is a set of guidelines and a checklist designed to enhance the standard of reporting in systematic reviews and foster greater transparency. By meticulously analysing and synthesising relevant articles, systematic literature review is an approach to synthesise and assess current data on a particular field. When performing systematic literature review, researchers are suggested to follow the PRISMA standards to ensure that their research is well-documented and easily evaluable by others. Adhering to PRISMA criteria improves transparency, aids in the critical evaluation and synthesis of evidence in research, and raises the overall quality of systematic literature review (O'Dea et al., 2021).

#### *Source*

Two of the most well-known and often utilised databases for academic research and publishing are Scopus and Web of Science. Over 42,000 peer-reviewed journals from all over the world are included in Scopus, compared to over 32,000 journals from 80 countries in Web of Science. With the use of their extensive citation databases, which include citation counts and h-index, researchers may monitor the influence of their work (Singh et al., 2021). Hence, this research is using Scopus and Web of Science as the main source to acquired relevant publications.

**Systematic Review Procedures***Identifying*

Finding relevant records through database searches and identifying keywords to use in the search are the first steps. The search terms included: “Green Human Resource Management,” “GHRM,” “sustainable organizational practices,” and “environmental management”. These search terms were applied to article titles, abstracts, and keywords to capture the most relevant studies.

*Screening*

At this stage, a number of criteria and limitation or exclusion have been set for the research that will be considered. In order to avoid translation problems, only English journals were selected at first. After that, the most recent research results have been gathered over the previous five years (2020-2024). Then, books and conference papers are not the most current records of knowledge generation in any field of research (Linnenluecke et al., 2020), thus researcher decreased or limited their search to articles published in journals alone. To fulfil the objective of this study, the chosen articles explicitly discussing the role of GHRM in sustainable organizational practices.

Table 1

*The inclusion criteria*

Language	English
Year	2020-2024
Type of Publication	Journal articles
Research Design	Qualitative and quantitative
Focus	Role of GHRM in sustainable organizational practices

The researcher found 120 potential full-text articles at the conclusion of this stage, 70 from Scopus and 50 from Web of Science.

*Eligibility*

At this point, the designated article will be accessible for viewing. The abstract of each publication will be read by the researcher. If the article is unrelated to sustainability or GHRM, it will not be selected. 60 articles that meet the criteria for review will remain once duplicate articles are eliminated.

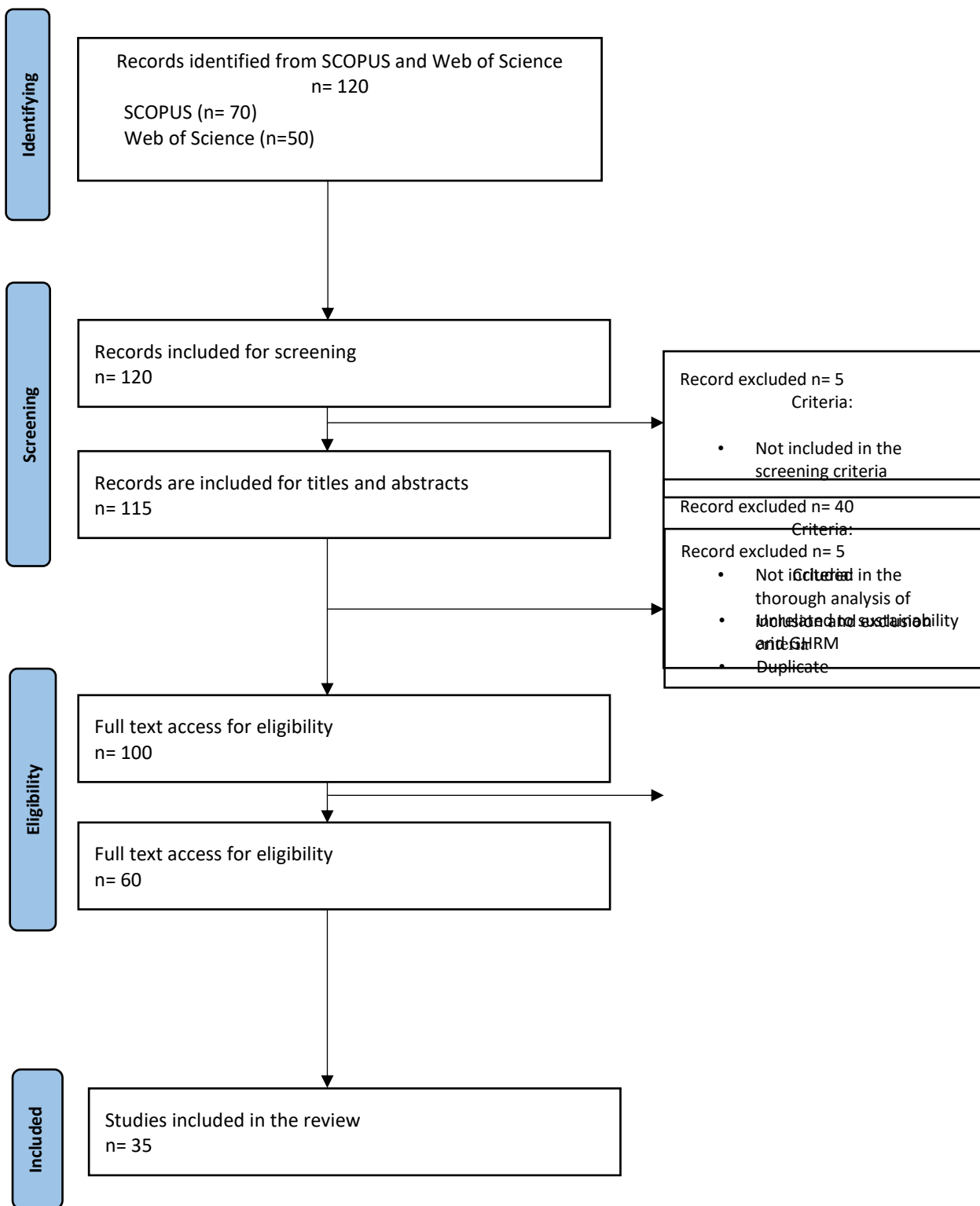


Figure 1:PRISMA Flow Diagram

**Results**

*Article Distribution by Origin*

Research on GHRM varies across regions, with Nigeria (1 article, 3%) focusing on green recruitment's role in corporate sustainability within the manufacturing sector (Adubor Nkechi et al., 2022). In India (3 articles, 9%), studies emphasize the relationship between GHRM and environmental performance, particularly highlighting green organizational culture and innovation as key mediators (Aggarwal and Agarwala, 2022; Shahzad et al., 2021). In developing countries (2 articles, 6%), GHRM fosters green innovation, with green human capital playing a significant role in enhancing environmental outcomes (Aftab et al., 2022). Malaysian research (4 articles, 12%) underscores the role that managerial support and a green organisational culture have in advancing GHRM, especially in manufacturing and service sectors (Ghouri et al., 2020). In Pakistan (3 articles, 9%), GHRM is linked with green innovation and CSR, with a focus on employee environmental performance and green leadership's role in sustainability (Hameed Zahid et al., 2020; Masud et al., 2022). Jordan (1 article, 3%) emphasizes how GHRM may improve organizational performance by leveraging human resources (Albloush et al., 2022), while Palestine (1 article, 3%) examines GHRM's effect on environmental performance in higher education, mediated by green organizational culture (Al-Alawneh et al., 2024). In Egypt (1 article, 3%), research in the healthcare sector shows how green human capital and GHRM practices improve sustainable performance (Mousa & Othman, 2020). Cross-country studies (3 articles, 9%) highlight the global applicability of GHRM, with green leadership and CSR as key drivers (Burlea-Schiopoiu et al., 2022).

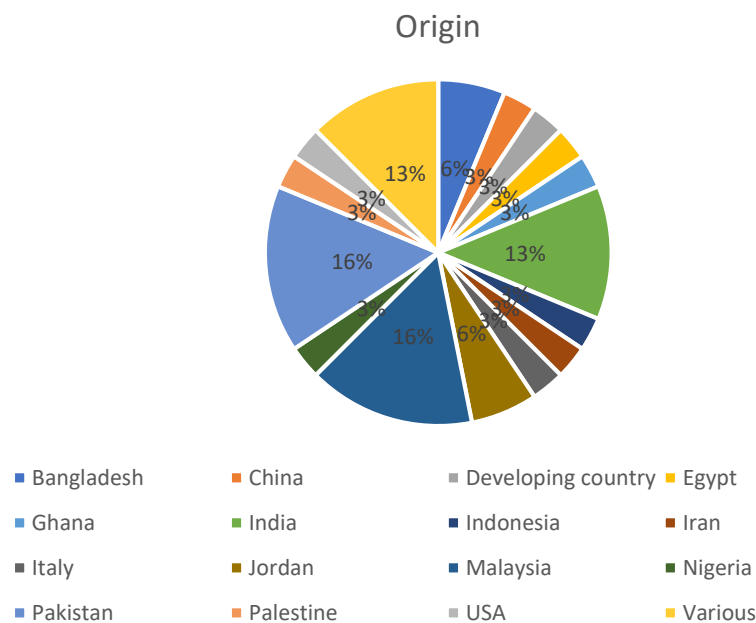


Figure 2: Number of articles undertaken in specific area

Following that, as shown in Figure 3, over 28% of the articles published in five major journals: Sustainability (n=3), Benchmarking: An International Journal (n=3), Environmental Science and Pollution Research (n=2), International Journal of Sustainable Development and Planning (n=2) and Journal of Sustainable Development (n=2).

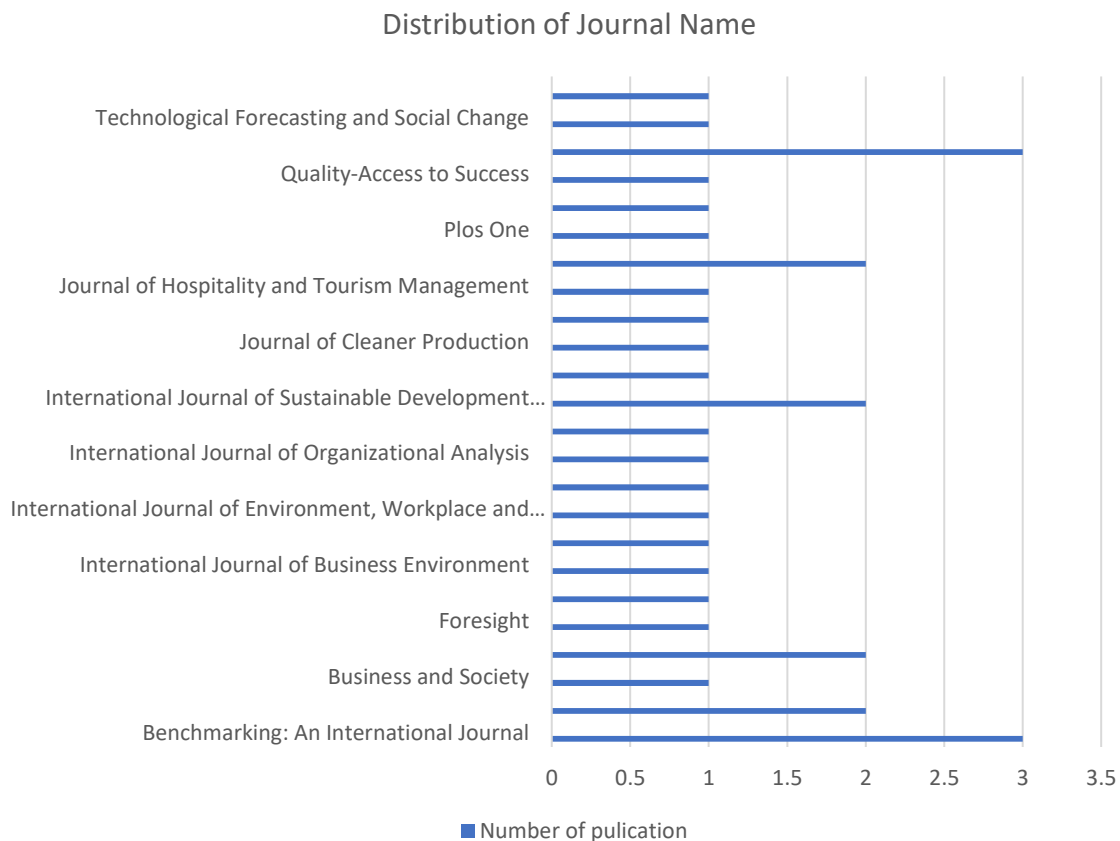


Figure 3: Sources of publication of Green Human Resource Management articles.

### *Theoretical Framework*

Upon analysing the 35 papers, many theoretical frameworks surface, each offering unique perspectives on how GHRM practices support sustainable organizational practices. The most frequently cited theories include Green Management Theory, Corporate Social Responsibility (CSR) Theory, Resource-Based View (RBV), Environmental Management Theory, and the Ability-Motivation-Opportunity (AMO) Theory. Each of these frameworks helps explain the mechanisms through which GHRM practices foster sustainability, environmental performance, and competitive advantage in organizations.

Green Management Theory is the most frequently used framework in the reviewed literature, appearing in 4 articles (Al-Shammari et al., 2022; Masud et al., 2022; Mousa & Othman, 2020; Burlea-Schiopoiu et al., 2022). This theory emphasizes the incorporation of environmental objectives into the broader management strategy of organizations. It advocates for the integration of green policies into everyday management practices, from recruitment and training to performance management and employee engagement.

Under this framework, organizations are encouraged to align their business operations with environmental goals, such as reducing emissions, minimizing waste, and conserving natural resources. The focus on green management highlights how environmental sustainability can become a strategic priority within organizations, particularly in industries where regulatory compliance and eco-friendly operations are critical. Mousa and Othman (2020) found that healthcare organizations implementing green management principles

significantly improved their sustainable performance by integrating green HRM practices, such as green training and green employee engagement. Masud et al. (2022) further supports this view, demonstrating that GHRM practices tied to green management not only enhance environmental performance but also improve overall business outcomes by fostering innovation and eco-friendly processes.

CSR Theory, referenced in 3 articles (Bazrkar et al., 2022; Shahzad et al., 2021; Malik et al., 2021), suggests that organizations have ethical obligations beyond profit-making, which include environmental stewardship and social responsibility. Under CSR theory, GHRM practices are seen as a way to meet these broader responsibilities by promoting eco-friendly behaviours within the organization. This theory is crucial in understanding how GHRM aligns with organizational goals for sustainability, especially in industries where external stakeholders demand greater accountability for environmental practices. Bazrkar et al., (2022) found that incorporating CSR into GHRM practices, particularly in green recruitment and green rewards systems, significantly improved environmental performance, as employees felt a stronger sense of responsibility toward the environment. Similarly, Malik et al., (2021) demonstrated that CSR initiatives, when combined with GHRM, foster organizational citizenship behaviour toward the environment, encouraging employees to go beyond compliance and actively participate in sustainability efforts. This integration of CSR and GHRM underscores the role of organizations as responsible environmental stewards, enhancing their reputation and ensuring long-term sustainability.

Three publications (Adubor Nkechi et al., 2022; Yong et al., 2020; Singh et al., 2020) use the Resource-Based View (RBV) theory, which holds that organisations obtain a competitive advantage by creating and utilising resources that are valuable, uncommon, and challenging to replicate. In the context of GHRM, the RBV framework views green human resources—such as environmentally conscious employees and green skills—as strategic assets that contribute to organizational success. This theory is especially applicable in sectors where sustainability is a crucial differentiator for obtaining a competitive edge and a legal need. Yong et al (2020), demonstrated that organizations that invest in green intellectual capital through GHRM practices such as green training and development can enhance their sustainability and create a competitive edge. By cultivating a workforce that is knowledgeable about environmental issues, organizations may use innovation to create environmentally friendly goods and services that appeal to customers who care about the environment. According to Singh et al (2020), GHRM practices that are in line with the RBV theory allow organizations to create green capabilities that are hard for rivals to match, which boosts their financial and environmental performance over time.

Environmental Management Theory, cited in 2 articles (Aftab et al., 2022; Ghouri et al., 2020), explores how organizations manage their impact on the environment through the implementation of policies, strategies, and operational practices designed to minimize ecological damage. This framework is closely tied to GHRM practices, which are seen as critical tools for promoting environmental stewardship within organizations. In their study, Aftab et al., (2022) found that organizations employing environmental management strategies alongside GHRM practices, such as green performance management and green employee engagement, significantly improved their environmental performance. The study highlighted how GHRM practices enable organizations to align their human resource policies with broader



environmental goals, ensuring that employees are not only aware of but actively contributing to the organization's sustainability objectives. Ghouri et al (2020), similarly concluded that environmental management systems supported by GHRM practices play a vital role in improving business performance in manufacturing industries, where reducing environmental impact is crucial for regulatory compliance and market competitiveness.

The AMO Theory, used in 1 article (Aggarwal and Agarwala, 2022), suggests that organizational performance is driven by three key factors: the ability of employees to perform tasks, their motivation to do so, and the opportunities provided to them by the organization. In the context of GHRM, this theory clarifies how initiatives like green performance management, green rewards, and green training and development may improve employee ability and motivation to adopt environmentally friendly behaviours. By giving employees, the tools and incentives they need to support sustainability initiatives, Aggarwal and Agarwala (2022) indicated how GHRM practices built on the AMO framework improved environmental performance. For example, green training programs improve employees' understanding of environmental issues, while green rewards and performance management systems motivate them to actively participate in achieving the organization's environmental goals. The AMO framework emphasizes how crucial it is to give employees the resources and inspiration they need to adopt environmentally conscious behaviours, ensuring that sustainability becomes embedded in the organizational culture.

Employee Empowerment Theory, referenced in 1 article (Adu Sarfo et al., 2024), focuses on giving employees the authority, resources, and motivation to make decisions related to sustainability initiatives. In GHRM, employee empowerment is a crucial factor in fostering a culture of sustainability, as it encourages employees to take ownership of environmental goals. Adu Sarfo et al (2024), found that organizations that empowered their employees through GHRM practices, such as green recruitment, training, and employee engagement, experienced significant improvements in environmental performance. By involving employees in sustainability decision-making processes, organizations create a sense of shared responsibility for environmental outcomes. This empowerment fosters a proactive approach to sustainability, with employees more likely to initiate and support green innovations that improve the organization's overall environmental performance.

Innovation Diffusion Theory, applied in 2 articles (Aftab and Veneziani, 2024; Singh et al., 2020), examines how new ideas, technologies, and practices spread within organizations. In the context of GHRM, this theory explains how green innovations, such as eco-friendly technologies or sustainable business practices, are adopted by organizations through the influence of green human resource practices. According to Aftab and Veneziani (2024), GHRM practices—in particular, green employee involvement and green training—are essential for helping green ideas spread throughout organizations. By fostering an organizational culture that supports environmental sustainability, GHRM practices enable the smooth adoption of green technologies and processes. Similarly, Singh et al (2020), found that organizations that implemented green training and development were better equipped to adopt green innovations, leading to improved environmental performance and sustainability outcomes.

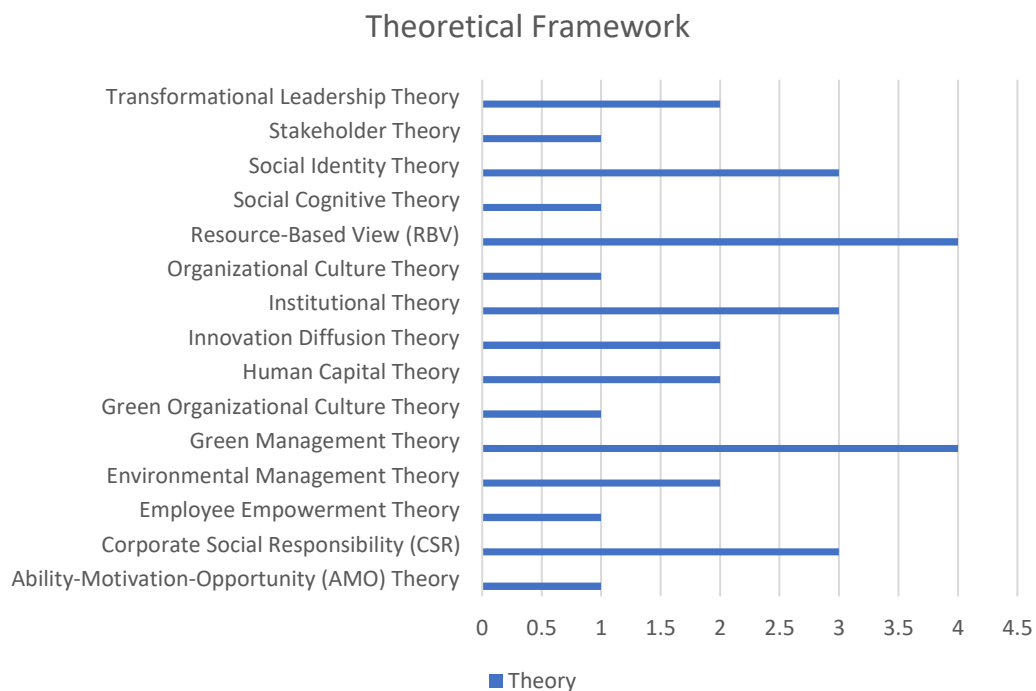


Figure 4: Theoretical framework

### Dimensions of GHRM

The study on the various GHRM practices is summarised in this section. The five primary practices that support sustainable organizational practices are green performance management, green recruitment and selection, green pay and rewards, green employee engagement, and green training and development. Based on the findings of 35 important research, the study examines how these practices affect environmental performance in various organizations and geographical areas.

#### 1. Green Recruitment and Selection

Green recruitment and selection place a strong emphasis on selecting people whose values coincide with the organization's environmental goals. Several studies have affirmed that green recruitment strategies significantly improve organizational environmental performance by attracting eco-conscious employees. Adubor Nkechi et al., (2022) found that in the Nigerian manufacturing sector, implementing green recruitment practices leads to a workforce that is more committed to corporate sustainability. Similarly, Aftab et al., (2022) identified that green recruitment contributes to fostering environmental innovation, particularly in developing economies where resource constraints make sustainability efforts critical for long-term success. Moreover, Aggarwal and Agarwala (2022) draw attention to the fact that green recruitment is crucial to establishing a green organisational culture, which in turn improves environmental performance. Employers may increase the likelihood that their employees will adopt sustainable practices by choosing individuals who not only possess the necessary skills but also align with the organization's environmental ideals. Bazrkar et al., (2022) provide more evidence for this claim by arguing that green recruitment creates a talent pool that supports organizational initiatives aimed at achieving environmental goals. Additionally, Burlea-Schiopoiu et al., (2022) reported that green recruitment in industries like

tobacco leads to the adoption of eco-friendly production methods, which are crucial for improving overall environmental performance (Yong et al., 2022).

## **2. Green Training and Development**

Green training and development, which involve educating employees on sustainability practices and equipping them with the skills necessary to perform their jobs in an environmentally responsible manner, are widely recognized as critical to achieving sustainable organizational performance. According to Al-Shammari et al., (2022), ongoing green training is crucial for improving employee's ability to support environmental sustainability, particularly in sectors reliant on technological innovation. Studies like Hossain et al (2022), also suggest that training initiatives focused on sustainability help establish a green culture within organizations, thereby ensuring that environmental considerations become part of everyday operations. Additional evidence that green training enhances environmental performance by creating green human capital was provided by Awan et al., (2023), which is essential for driving green innovation in industries such as manufacturing and services. Masud et al (2022), explored how green training, when coupled with corporate social responsibility (CSR), leads to better environmental outcomes, as employees become more engaged in implementing sustainable practices in their daily tasks. In healthcare settings, according to Mousa and Othman (2020), green training initiatives have a substantial positive impact on an organization's overall sustainable performance in addition to improving employees' competency. The training programs equip employees with the knowledge to mitigate environmental risks and adopt greener processes, thus directly impacting environmental performance (Uyun, 2021).

## **3. Green Pay and Rewards**

Green pay and rewards systems are another important GHRM practice, incentivizing employees to engage in eco-friendly behaviours by linking compensation to environmental performance metrics. Malik et al (2021), demonstrated that integrating green performance indicators into pay and reward systems encourages employees to adopt pro-environmental behaviours, thus enhancing the overall sustainability of the organization. This is further supported by Rizvi and Garg (2021), who found that in Indian organizations, green rewards encourage the development of a green culture, resulting in improved environmental performance. Similarly, Shahzad et al (2021), noted that incorporating green performance measures into reward systems creates a strategic asset for organizations, enabling them to respond more effectively to environmental challenges. Moreover, Uddin (2022), found that in the manufacturing sector, green pay and rewards improve environmental performance by motivating employees to go beyond compliance and actively engage in sustainability initiatives. Hmeedat and Albdareen (2022), also revealed that green rewards can strengthen the relationship between an organization's social responsibility commitments and its sustainable performance, suggesting that financial incentives aligned with environmental goals can drive long-term sustainable behaviour (Amjad et al., 2021).

## **4. Green Performance Management**

Green performance management involves incorporating environmental goals into employee performance evaluations, which encourages accountability and engagement in sustainability efforts. Hameed Zahid et al (2020), found that organizations which adopt green performance management practices see significant improvements in their employees' environmental

performance. This finding is echoed by Singh et al (2020), who reported that including sustainability metrics in performance reviews ensures that employees remain focused on achieving the organization's environmental objectives. Green performance management is also seen as a strategic tool that helps organizations align individual employee goals with broader corporate sustainability targets, as noted by (Khatoon et al., 2021). Furthermore, Pearce et al (2023), argue that organizations with well-structured green performance management systems are better equipped to measure the impact of their sustainability initiatives and adjust their strategies accordingly. This practice not only helps in improving environmental performance but also strengthens the organization's reputation as a green employer, attracting environmentally conscious talent. According to Aggarwal and Agarwala (2022), when environmental goals are included in performance assessments, employees are more likely to make a significant contribution to the organization's sustainability initiatives. This highlights the mediating role that green organizational culture plays in bolstering the relationship between green performance management and environmental performance (Zaid & Jaaron, 2020).

## **5. Green Employee Engagement**

Engaging employees in sustainability initiatives is crucial for achieving long-term environmental goals. Studies such as Dian et al (2022), and Burlea-Schiopoiu et al (2022), found that organizations that actively engage employees in green initiatives, such as forming green teams or environmental committees, experience improved environmental performance. Employee engagement in sustainability initiatives creates a sense of shared responsibility, as evidenced by Ghouri et al (2020), who found that engaged employees are more inclined to take ownership of the organization's environmental goals and contribute to continuous improvement in sustainability practices. According to Aftab and Veneziani (2024), green employee engagement acts as a mediator in the interaction between GHRM practices and environmental performance. They emphasize that giving employees the option to have input in environmental decision-making promotes a sustainable culture. Furthermore, Al-Alawneh et al (2024), investigated how employee involvement on environmental performance in higher education institutions is further enhanced by managerial support and a strong green organisational culture. Adu Sarfo et al (2024), discovered that the relationship between GHRM practices and environmental performance in emerging markets is significantly mediated by green employee empowerment. This finding emphasises the significance of involving employees across all levels of the organisation in sustainability initiatives (Uyun & Muafi, 2021).

Table 2

*Dimensions of GHRM in articles*

Dimensions	No of Articles	Summary
Green Recruitment and Selection	6	Focuses on hiring individuals aligned with environmental sustainability. Articles report positive impacts on environmental and organizational performance.
Green Training and Development	8	Involves educating employees on sustainable practices and enhancing their skills for environmental responsibility. Contributes to long-term sustainability goals.
Green Pay and Rewards	5	Incorporates financial rewards linked to green performance metrics. Encourages eco-friendly behavior and engagement in sustainability.
Green Performance Management	7	Uses green metrics to evaluate employee performance, ensuring alignment with environmental goals. Enhances accountability and environmental outcomes.
Green Employee Engagement	7	Encourages employees to actively participate in sustainability initiatives, such as green committees. Increases engagement and shared responsibility for environmental goals.
Green Leadership	4	Leadership that fosters an eco-friendly workplace. Ensures sustainability goals are aligned with the organization's mission and vision.
Green Organizational Culture	6	Develops a culture focused on sustainability. Articles highlight the role of a green organizational culture in embedding environmental values.
Green Innovation	6	Innovation in green practices and technology adoption. Many articles link green innovation to improved environmental and business outcomes.
Green Human Capital	5	Development of green human capital to support organizational sustainability. Essential for building a competitive advantage in green industries.
Environmental Knowledge	4	Environmental knowledge shared within organizations helps drive sustainability efforts. Enhances the effectiveness of GHRM practices.

**Challenges of Implementing GHRM**

Implementing GHRM practices presents several challenges, primarily stemming from organizational, cultural, and resource-based issues. One of the most significant obstacles is the lack of top management support, as without strong leadership, environmental initiatives often become sidelined in favor of immediate financial concerns. Burlea-Schiopoiu et al. (2022), emphasized that organizations with weak leadership commitment struggle to embed green values across HR functions. Additionally, resource constraints, especially in small and medium enterprises (SMEs), pose a major barrier. According to Albloush et al (2022), GHRM efforts' scope and sustainability are limited since many organizations lack the funding required to invest in green recruitment, training, and engagement programs. Similarly, cultural resistance within organizations, where employees and managers are accustomed to traditional practices, hinders the successful adoption of GHRM. Shahzad et al (2021), noted that resistance to change often arises from a lack of understanding of the benefits of green practices, leading to a reluctance to embrace new approaches. Furthermore, inadequate training and awareness about environmental sustainability reduce the impact of GHRM, as

employees are not always equipped with the necessary skills and knowledge to contribute effectively to green initiatives (Munawar et al., 2022).

Another major challenge is the limited integration of GHRM with the broader organizational strategy. Aftab & Veneziani (2024) pointed out that green HR practices are often implemented in isolation, without being fully embedded into the company's long-term goals, reducing their effectiveness. Organizations also face difficulties in balancing the short-term costs of implementing GHRM, such as investments in green training and performance systems, with the long-term environmental and financial benefits. Masud et al. (2022) indicated that this financial hesitation, especially in competitive industries, can slow down the adoption of GHRM. Additionally, the absence of standardized metrics for measuring the success of GHRM practices makes it challenging to assess their impact, which can weaken support from both management and employees (Singh et al., 2020). Finally, employee engagement remains a persistent issue, as organizations struggle to motivate their workforce to actively participate in sustainability initiatives, particularly when green practices are not directly linked to career advancement or tangible rewards (Hameed Zahid et al., 2020). These challenges highlight the complexities of fully integrating GHRM practices and the need for comprehensive strategies that involve leadership, adequate resources, and a supportive organizational culture (Rana & Arya, 2024).

### **Overcoming Challenges in Implementing Green Human Resource Management**

Overcoming the challenges of implementing GHRM requires a multifaceted approach, addressing both organizational and individual barriers. One key solution is fostering stronger leadership commitment to sustainability, which can drive the successful integration of GHRM practices across all levels of the organization. Burlea-Schiopoiu et al (2022), stressed that leadership plays a pivotal role in creating a green organizational culture, aligning environmental goals with broader business strategies, and prioritizing the allocation of resources for green initiatives. Providing top management with training and awareness about the long-term benefits of GHRM can help garner their support, as seen in Awan et al (2023), where companies with informed leadership were more effective in embedding green HR practices. Additionally, organizations can overcome resource constraints by incrementally implementing GHRM practices. Albloush et al (2022), suggested that starting small, such as integrating green elements into recruitment or performance appraisals, can help SMEs manage costs while gradually shifting towards a greener framework. Similarly, organizations can leverage partnerships and external funding opportunities to invest in green training and employee engagement programs, especially in industries with strong regulatory pressures or public expectations for sustainability (Ghourri et al., 2020).

Another crucial strategy to overcome GHRM challenges is developing a robust green organizational culture that encourages employee participation in sustainability efforts. Shahzad et al (2021), emphasized that promoting environmental awareness through regular training programs can reduce resistance to change, as employees become more knowledgeable about the importance of sustainability in their daily roles. Implementing reward systems linked to green performance can also motivate employees to actively engage in GHRM practices, as noted by (Zahid et al., 2020). Aligning green HR initiatives with broader organizational strategies ensures that GHRM is not viewed as peripheral but rather as an integral part of the company's mission. Aftab & Veneziani (2024), demonstrated that when

GHRM practices are incorporated into the organization's core strategy, they gain more traction and are more likely to succeed. Standardizing metrics to measure the effectiveness of GHRM can help address issues related to performance assessment and build stronger support from management. Singh et al (2020), argued that establishing clear metrics for environmental performance tied to HR practices helps quantify the benefits, ensuring continuous investment in sustainability initiatives. Ultimately, by fostering leadership support, integrating green HR practices into corporate strategy, and actively involving employees, organizations can effectively overcome the barriers to implementing GHRM.

### **Antecedents, outcome, mediators and moderators of Green Human Resources Management**

The antecedents of GHRM practices are influenced by several key factors. Leadership support plays a critical role, with great dedication from those in charge ensuring that green initiatives are implemented successfully, as noted by Awan et al. (2023). Environmental strategies also serve as an important motivator, with organizations that have formal sustainability plans more likely to adopt GHRM, as seen in (Aftab et al., 2022). Corporate Social Responsibility (CSR) similarly encourages GHRM adoption by aligning environmental goals with broader ethical responsibilities (Malik et al., 2021). Furthermore, organizational commitment to sustainability, employee motivation, and green organizational culture are pivotal in promoting green practices, as highlighted by Shahzad et al (2021), and Khatoon et al. (2021). Key antecedents include the creation of green human capital and high levels of environmental awareness among employees., with Mousa & Othman (2020) emphasizing the importance of skilled green employees in driving GHRM initiatives. Finally, top management support, particularly in fostering an innovation-friendly environment, is critical, as shown by (Burlea-Schiopoiu et al., 2022).

The outcomes of GHRM practices are multifaceted. Enhanced environmental performance is a primary result, as evidenced by Aftab & Veneziani (2024), who noted significant improvements in environmental outcomes in sectors implementing green recruitment and training. In addition, GHRM practices help organizations meet long-term sustainability goals (Adubor Nkechi et al., 2022), increase employee engagement in green initiatives (Awan et al., 2023), and boost overall organizational performance (Ghouri et al., 2020). Corporate reputation also improves, with organizations that adopt GHRM becoming more attractive to eco-conscious stakeholders (Malik et al., 2021). GHRM further fosters green innovation, contributing to business competitiveness and operational efficiency, as seen in Singh et al (2020), and (Bazrkar et al., 2022).

The relationship between these results and GHRM practices is influenced by several mediators. The relationship between GHRM and environmental performance is mediated by green innovation, with companies that support employee creativity through green HR practices achieving higher levels of environmental success (Rana & Arya, 2024). Similarly, environmental knowledge and green commitment play mediating roles, with employees who are knowledgeable and committed to green practices driving better environmental outcomes (Munawar et al., 2022; Hameed Zahid et al., 2020). Furthermore, management support and green leadership are essential mediators that guarantee that GHRM initiatives are successfully in line with corporate objectives (Al-Shammari et al., 2022; Adu Sarfo et al., 2024). The impact of GHRM functions is influenced by several aspects.

The relationship between GHRM and environmental performance is strengthened by green organizational cultures, which ensure employees are dedicated to sustainability (Khatoun et al., 2021). Environmental knowledge also moderates this relationship, as employees with a greater understanding of environmental issues contribute more effectively to green innovation (Munawar et al., 2022). Top management support further moderates the impact of GHRM on organizational outcomes, with strong backing from leadership amplifying the effectiveness of green initiatives (Burlea-Schiopoiu et al., 2022).

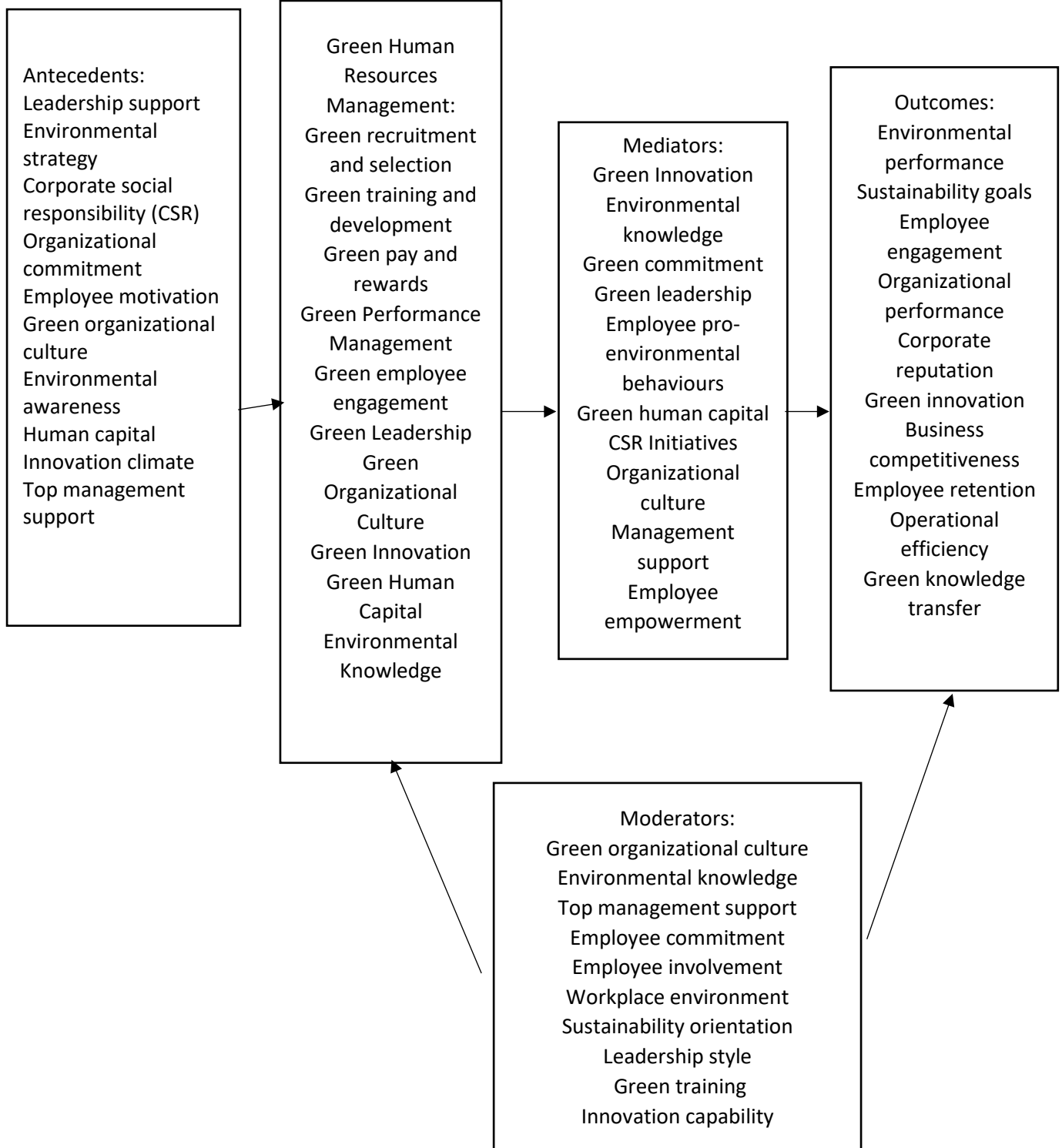


Figure 5: Nomological network of Green Human Resource Management



**Discussion***Role of Green Human Resources Management*

According to the examined studies, GHRM practices are essential for encouraging environmental sustainability in organizations. Green performance management, green recruiting and selection, green training and development, and green pay and rewards are the most often recognised GHRM components, which each of these aspects specifically supports sustainability objectives (Aftab et al., 2022; Adubor Nkechi et al., 2022; Bazrkar et al., 2022). For instance, green recruitment ensures that organizations attract employees who are aligned with their environmental values, while green training equips employees with the knowledge and skills needed to carry out sustainable practices within their roles (Mousa & Othman, 2020). Green performance management, in turn, encourages employees to prioritize sustainability through performance evaluations that are tied to environmental metrics (Hameed Zahid et al., 2020). Additionally, green compensation schemes and reward systems motivate employees by linking financial incentives to the achievement of sustainability goals (Rizvi & Garg, 2021). These GHRM practices form the core strategies that help organizations integrate sustainability into their operations and culture.

However, while GHRM dimensions like recruitment and training are widely implemented, some critical areas, such as job design, job analysis, and succession planning, are often overlooked. This gap can limit the long-term effectiveness of GHRM, as organizations may fail to fully align their roles with their sustainability objectives (Shahzad et al., 2021). For instance, without green job design, organizations may miss the opportunity to create roles that directly contribute to environmental sustainability, leading to a disconnect between employee roles and organizational goals (Aggarwal & Agarwala, 2022). This misalignment between GHRM practices and broader business strategies has been highlighted as a major challenge in the literature, with several studies noting that superficial implementation or greenwashing can undermine the effectiveness of GHRM (Ren et al., 2022). Therefore, it is essential that organizations ensure coherence between their GHRM practices and their overall environmental objectives, avoiding isolated efforts that may fail to generate significant sustainability impacts (Jabbour et al., 2022).

Each GHRM dimension plays a specific role in fostering environmental responsibility. Green recruitment and selection focus on bringing in talent committed to sustainability, while green training and development enhance employees' capabilities to engage in eco-friendly practices (Ullah et al., 2023). Meanwhile, Employee contributions to environmental goals are recognized and rewarded through green performance management and green rewards, thereby fostering motivation (Albloush et al., 2022). Meanwhile, green employee engagement and empowerment offer employees opportunities to participate in sustainability initiatives, making them active contributors to the organization's environmental performance (Awan et al., 2023). However, despite the widespread adoption of GHRM, studies have shown that unless these practices are deeply integrated into organizational strategies, their impact remains limited. For example, organizations that implement GHRM practices merely for appearances, rather than as part of a cohesive environmental strategy, risk confusing employees and diminishing their commitment to genuine sustainability efforts (Masud et al., 2022).

Tailoring GHRM practices to the specific context and needs of the organization is also critical for success. According to Aftab & Veneziani (2024) and Bazrkar et al. (2022), there is no universal approach to GHRM. Organizations in resource-intensive industries, for instance, may require more comprehensive green training and engagement initiatives to address their environmental impact, while service-based companies might focus on employee empowerment and performance management to drive sustainability (Renwick et al., 2020). GHRM approaches should be in line with an organization's distinct environmental objectives, and this is typically explained using the Ability-Motivation-Opportunity (AMO) framework (Ren et al., 2022). This framework asserts that to maximize the effectiveness of GHRM, organizations must not only build employees' ability to engage in sustainability but also provide the motivation and opportunities to do so (Jabbour et al., 2022). Consequently, managers must carefully consider how different GHRM dimensions interact and ensure that they are implemented cohesively to drive meaningful sustainability outcomes (Al-Alawneh et al., 2024).

In conclusion, GHRM practices are integral to building a workforce capable of supporting an organization's sustainability goals. However, the effectiveness of these practices depends on their alignment with the organization's long-term strategy and environmental objectives. Organizations must ensure that GHRM is not treated as an isolated initiative but is integrated into the broader business strategy to foster genuine employee engagement and drive sustainable outcomes (Renwick et al., 2020; Anwar et al., 2022). By adopting a holistic approach that incorporates the key dimensions of ability, motivation, and opportunity, companies can create a workforce that is both skilled and committed to contributing to long-term environmental sustainability (Ullah et al., 2023).

#### *Challenges in Implementing Green Human Resource Management*

To effectively implement Green Human Resource Management (GHRM), organizations must adopt a holistic approach to overcome the various challenges they face. One of the most critical steps in addressing these obstacles is fostering leadership commitment. Without strong, visible support from senior leadership, GHRM initiatives may struggle to gain the necessary traction and resources to be fully effective. As noted by Burlea-Schiopoiu et al (2022), organizations that prioritize GHRM in their strategic agenda, and demonstrate clear support from the top, are more likely to see successful implementation. This involves not only allocating financial and human resources to green initiatives but also integrating sustainability into the organization's core vision. Additionally, leadership needs to communicate the long-term benefits of GHRM, ensuring that employees understand how green practices contribute to both environmental performance and the company's overall success (Awan et al., 2023).

Addressing resource constraints, particularly for SMEs or organizations in developing countries, requires innovative solutions. Albloush et al (2022), highlight that SMEs may struggle with the upfront costs of green initiatives like recruitment or extensive training. However, organizations can overcome this by gradually phasing in GHRM practices, starting with low-cost, high-impact areas such as integrating green elements into employee performance evaluations or creating awareness campaigns. Larger organizations can leverage cross-functional teams to pool resources, ensuring that green HR practices are aligned with broader corporate strategies (Ghouri et al., 2020). Furthermore, building partnerships with

governmental agencies or tapping into international funding for sustainability initiatives can provide additional financial support for green projects, reducing the burden on internal resources (Ren et al., 2022).

To create a green organizational culture, fostering employee engagement is critical. According to Shahzad et al (2021), consistent training programs can encourage employees to actively engage in environmentally conscious initiatives by educating them about the value of sustainability. To motivate employees to support the organization's sustainability objectives, reward programs tied to environmental performance should be put in place (Hameed Zahid et al., 2020). Another important aspect of overcoming cultural inertia is integrating GHRM practices into the broader organizational strategy. Aftab & Veneziani (2024) demonstrated that when GHRM is incorporated into the organization's mission and business objectives, it gains more visibility and importance, thereby increasing the likelihood of success. To further strengthen GHRM practices, organizations need to develop standardized metrics that allow them to measure the impact of their green initiatives, ensuring accountability and long-term sustainability outcomes (Singh et al., 2020). Through the alignment of GHRM with environmental objectives and corporate success, organisations may foster a culture that fully embraces sustainability.

#### *Overcoming Challenges in Implementing Green Human Resource Management*

The effective implementation of Green Human Resource Management (GHRM) practices requires addressing a range of challenges, from leadership support to cultural resistance. Leadership plays a critical role in embedding GHRM within the organization's strategic goals. Burlea-Schiopoiu et al (2022), emphasize that without top management actively driving green initiatives, sustainability efforts may be sidelined. Leadership involvement, beyond mere verbal support, requires providing the necessary resources and fostering a culture that aligns with environmental objectives. Aftab & Veneziani (2024) suggest that organizations with strong leadership commitment are better positioned to integrate green HRM into their corporate strategies, ensuring long-term sustainability. Establishing green objectives as part of the organization's core vision and aligning HR practices with these goals, as Al-Alawneh et al (2024), suggest, ensures that employees and management are motivated to achieve sustainability goals. Integrating GHRM within corporate strategy also helps overcome the challenge of resource constraints. In Ghouri et al (2020), it is suggested that organizations, particularly SMEs, can start with low-cost green HR initiatives, such as virtual green training or paperless onboarding processes, which reduce environmental impact without the need for significant financial investment. Furthermore, partnering with external agencies or leveraging government support, as Masud et al (2022), recommend, can provide additional resources to strengthen GHRM practices.

To address the challenge of cultural and organizational resistance, it is essential to build a green organizational culture that promotes environmental awareness and sustainability across all levels of the company. Shahzad et al (2021), notes that resistance to GHRM often stems from a lack of awareness or understanding of its benefits. Regular green training and initiatives for employee growth may be utilized to lessen this by raising awareness of and commitment to sustainability, as Mousa & Othman (2020), recommend. Engaging employees in participatory initiatives, such as green committees or sustainability-focused teams, encourages them to take ownership of environmental objectives and

encourages a shared culture of accountability for sustainable results (Aftab et al., 2022). In order to further embed sustainability into the organizational framework, Singh et al (2020), suggest linking GHRM practices to employee performance metrics and introducing green rewards systems that incentivize eco-friendly behaviours. Public recognition, bonuses, or green compensation schemes are effective ways to motivate employees and align their personal goals with the organization's environmental goals. By ensuring that GHRM practices are integrated into broader corporate strategies, as Jabbour et al (2022), argue, companies can avoid token efforts and create a cohesive approach to sustainability. This integrated approach ensures that GHRM is seen as a vital component of the company's long-term vision, fostering genuine environmental improvements and enhancing organizational resilience in the face of global sustainability challenges.

### **Future Recommendations**

First, there is a need to examine the role of organizational culture as a mediator in the successful implementation of GHRM practices over time. While several studies, such as those by Shahzad et al (2021), and Aggarwal & Agarwala (2022), have emphasized the importance of green organizational culture, few have explored how cultural alignment with sustainability goals evolves and sustains GHRM practices in the long term. Future research should focus on understanding how green organizational culture can be fostered and maintained to ensure that GHRM practices continue to thrive in the face of changing market and environmental conditions. A longitudinal approach would be particularly useful to investigate how culture influences the persistence and effectiveness of GHRM, ensuring that it contributes not just to short-term outcomes but to long-term organizational resilience and environmental sustainability.

Another recommendation is the need to explore the barriers and facilitators to GHRM adoption in specific industries, particularly those that are traditionally less environmentally focused, such as manufacturing and heavy industries. Studies like those by Ghouri et al. (2020) and Masud et al (2022), have highlighted challenges such as resource constraints and regulatory pressures, but more in-depth, sector-specific research is needed to identify the unique obstacles faced by different industries. Future research should provide a granular understanding of how industry-specific challenges impact the adoption and effectiveness of GHRM practices, particularly in sectors with high environmental footprints. This will help organizations tailor GHRM strategies that are not only aligned with their operational needs but also optimized for industry-specific sustainability goals.

In addition, there is a growing need to explore the intersection of GHRM and employee well-being. Studies like Aftab & Veneziani (2024), and Hameed Zahid et al (2020), have touched on how GHRM can positively impact employee engagement, but few have examined how green HR practices affect employee well-being and mental health in the context of environmental stress and responsibility. Future research should investigate the psychological and emotional effects of GHRM on employees, particularly in industries where environmental crises or heavy workloads related to sustainability goals may cause burnout. By exploring these dimensions, future research could offer insights into how organizations can balance their environmental goals with the well-being of their workforce, ensuring that green HR practices contribute positively to both the organizational and individual levels.

Finally, the potential for digital transformation to enhance GHRM practices offers an exciting avenue for future research. Studies such as those by Renwick et al. (2020) and Rana & Arya (2024) suggest that integrating digital tools, such as artificial intelligence (AI) and HR analytics, can significantly improve the efficiency and scalability of GHRM initiatives. However, the impact of such technologies on sustainability tracking and employee engagement remains underexplored. Future research should focus on how AI-driven HR systems can automate green performance management, optimize sustainability tracking, and facilitate virtual training platforms that reduce environmental footprints. Exploring the synergy between digital transformation and GHRM could provide organizations with innovative tools to enhance their sustainability initiatives while maintaining operational efficiency.

### **Conclusion**

In conclusion, this systematic review of 35 studies highlights the pivotal role of Green Human Resource Management (GHRM) in advancing organizational sustainability by integrating environmental objectives into core HR practices. GHRM dimensions such as green recruitment, training, performance management, and compensation are crucial in aligning workforce behavior with sustainability goals, ultimately enhancing environmental performance through improved resource efficiency and eco-friendly practices. However, challenges such as limited leadership commitment, resource constraints, and organizational resistance impede the full realization of GHRM's potential. To overcome these barriers, it is essential that organizations adopt a holistic approach that embeds GHRM into the broader corporate strategy, ensuring alignment between sustainability goals and business objectives. Future research should focus on long-term studies that assess the impact of organizational culture, industry-specific challenges, and the integration of digital tools to enhance the efficiency and scalability of GHRM practices. By addressing these gaps and fostering a supportive organizational environment, companies can not only achieve meaningful environmental outcomes but also improve employee engagement, resilience, and overall business performance in a sustainability-driven global market.

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