

**ADVANCING GREEN HUMAN RESOURCE MANAGEMENT: EMERGING THEMES
AND SCOPES FOR FUTURE INQUIRY – A SYSTEMATIC REVIEW**

Dr. Jonathan Omolo

Rongo University, Department of Business and Hospitality

<http://doi.org/10.35409/IJBMER.2025.3684>

ABSTRACT

This systematic review comprehensively analyzes current Green Human Resource Management (GHRM) research to identify emerging themes, key findings, and underexplored areas. Despite GHRM's growing importance for organizational sustainability, the field is fragmented by varied definitions and inconsistent findings. This review consolidates existing knowledge, highlights gaps, and offers a research roadmap. The review shows GHRM positively impacts environmental performance, sustainable outcomes, and employee green behaviors. Emerging themes include leadership, organizational culture, technology, and cross-cultural contexts. While traditional GHRM practices are well-studied, their strategic alignment with environmental goals is gaining attention. Findings suggest a need for more nuanced theoretical frameworks and robust empirical methods to understand GHRM's impact on sustainability. Future research should develop multi-level theoretical models integrating individual, organizational, and societal factors. Longitudinal and mixed-methods studies are needed to capture GHRM's dynamic link to long-term sustainability. Inquiry should also extend to diverse organizational contexts, especially developing economies, to explore implementation challenges. Finally, investigating digital technologies' role in fostering green behaviors and leveraging GHRM for Sustainable Development Goals (SDGs) presents a significant research avenue.

Keywords: Green Practices, Employee Green Behavior, Sustainability, Environmental Policy.

1. INTRODUCTION

The increasing severity of the global environmental crisis, marked by climate change, resource depletion, and loss of biodiversity, has drastically shifted what societies and organizations prioritize (Steffen et al., 2015). Businesses now find themselves under growing pressure to weave sustainability into their core operations and strategies. They're moving past just compliance to embrace a more proactive and holistic approach to environmental responsibility (Elkington, 1997). This fundamental change has impacted various organizational functions, with Human Resource Management (HRM) becoming a crucial factor in enabling environmental sustainability within businesses (Jackson & Seo, 2021). Consequently, the concept of Green Human Resource Management (GHRM) has gained significant attention. It's a strategic, integrated approach to HRM that promotes the sustainable use of resources and encourages environmentally conscious behavior among employees (Renwick et al., 2013). As organizations navigate the complexities of environmental responsibility, GHRM provides a vital framework for aligning human capital with ecological imperatives, boosting both environmental performance and long-term organizational value.

At its core, GHRM involves a range of HRM policies, practices, and systems designed to foster pro-environmental attitudes and behaviors in employees, ultimately contributing to an organization's overall environmental performance (Cherian & Jacob, 2012). This includes, but isn't limited to, green recruitment and selection, green training and development, green performance management, green compensation and benefits, and green employee relations (Jabbour & Santos, 2018). The basic idea behind GHRM is that employees aren't just passive recipients of company policies; they're active drivers of sustainability initiatives. By cultivating an environmentally aware, motivated workforce equipped with the necessary skills, organizations can deeply embed sustainability into their operations (Mishra et al., 2020). Strategically integrating GHRM practices can lead to many benefits, such as a better corporate image, improved employee morale and retention, lower operational costs through resource efficiency, and ultimately, a stronger competitive edge in an increasingly environmentally conscious market (Mandip, 2012).

Despite the growing amount of literature on GHRM, the field is still relatively new and continues to evolve, presenting both opportunities and challenges for researchers and practitioners. Early academic work primarily focused on defining GHRM and connecting it theoretically to broader sustainability frameworks (Wehrmeyer, 1996; Daily & Huang, 2001). Subsequent research has identified specific GHRM practices and explored their impact on various organizational outcomes, like environmental performance, employee engagement, and organizational citizenship behaviors (Ahmad, 2015; Pham et al., 2020). However, the existing literature often lacks cohesion, with studies using diverse methodologies, theoretical perspectives, and contextual settings. This varied nature highlights the need for a systematic and comprehensive review to synthesize current knowledge, identify recurring patterns, and pinpoint existing research gaps.

Furthermore, the continuous interaction between global environmental challenges, technological advancements, and changing societal values keeps shaping the GHRM landscape. Emerging themes, such as the role of digital technologies in promoting green behaviors, the implications of GHRM in diverse cultural contexts, the integration of GHRM with broader corporate social responsibility (CSR) initiatives, and the measurement of GHRM effectiveness, are starting to become more prominent (Zoogah, 2011; Arulrajah & Opatha, 2016). Additionally, the post-pandemic era, with its renewed focus on resilience and responsible business practices, has further emphasized the urgency and relevance of GHRM (Sarkis et al., 2020). Therefore, a systematic review is not just timely but essential to capture these evolving aspects, identify cutting-edge research questions, and chart a clear path for future academic inquiry in GHRM.

This systematic review aims to provide a comprehensive and critical synthesis of the existing literature on Advancing Green Human Resource Management. By using a rigorous and transparent methodology, this review will identify and categorize emerging themes that characterize the contemporary GHRM landscape. It will meticulously map the current state of research, uncovering prominent theoretical perspectives, methodological approaches, and empirical findings. Crucially, this review will go beyond mere synthesis by identifying significant gaps in the existing knowledge base, pinpointing under-researched areas, and proposing a robust agenda for future inquiry. The insights gained from this systematic review will not only contribute to the theoretical development of GHRM but also offer valuable practical implications for organizations aiming to embed environmental sustainability into their human resource strategies, fostering a truly green and responsible workforce.

2. OBJECTIVES

- i. To conduct a **comprehensive systematic review** of the GHRM literature, integrating insights on its varied **conceptualizations, foundational theories, and empirical evidence** from different contexts.
- ii. To **delineate and characterize** the **emerging themes and contemporary research trends** within the field of GHRM, specifically highlighting its recent advancements, persistent challenges, and new directions for focus.
- iii. To **evaluate the strengths and weaknesses** of current GHRM scholarship, with a focus on **uncovering significant research gaps, theoretical divergences, and inherent methodological limitations** that serve as critical foundations for subsequent research.
- iv. To **propose a comprehensive future research agenda** for GHRM, identifying **promising scopes and key directions** to advance both its theoretical understanding and practical application.

3. EMPIRICAL LITERATURE

GHRM literature, integrating insights on its varied conceptualizations, foundational theories, and empirical evidence from different contexts.

The existing empirical literature on Green Human Resource Management (GHRM) reveals a field marked by diverse conceptualizations, an array of foundational theories, and accumulating empirical evidence across various global contexts. Researchers have largely conceptualized GHRM as the set of HR policies, practices, and systems that promote sustainable resource use and foster environmentally friendly behavior among employees (Renwick et al., 2013; Jackson & Seo, 2021). These conceptualizations often break down GHRM into specific functional areas, such as green recruitment and selection, green training and development, green performance management, and green compensation, with each area investigated for its unique contribution to organizational sustainability (Jabbour & Santos, 2018; Mishra et al., 2020). However, the precise scope and definitional boundaries of GHRM continue to evolve, leading to a rich but sometimes fragmented understanding.

Empirical studies on GHRM are frequently rooted in several theoretical frameworks that explain its mechanisms and outcomes. The Resource-Based View (RBV) has often been used to argue that GHRM practices can cultivate unique human capital capabilities, leading to sustainable competitive advantages for organizations (Jabbour & Santos, 2018). Stakeholder theory offers a way to understand how external pressures from environmental groups, customers, and regulators drive organizations to adopt GHRM to satisfy these diverse interests (Zoogah, 2011). Furthermore, theories such as the Ability-Motivation-Opportunity (AMO) framework and Social Exchange Theory explain how GHRM initiatives enhance employees' knowledge, willingness, and capacity to engage in pro-environmental behaviors (Pham et al., 2020; Dumont et al., 2017). These theoretical applications, while providing valuable insights, also highlight the multidisciplinary nature of GHRM research.

Empirical evidence consistently demonstrates the positive impact of GHRM practices across various organizational and environmental outcomes. Studies have shown that the implementation of comprehensive GHRM initiatives is associated with improved environmental performance, including reduced waste, lower energy consumption, and decreased carbon footprints (Ahmad, 2015; Pham et al., 2020). Beyond organizational-level environmental impacts, empirical work also

emphasizes GHRM's influence on individual employee behavior, fostering greater environmental awareness, pro-environmental organizational citizenship behaviors, and higher levels of engagement with sustainability initiatives (Dumont et al., 2017; Norton et al., 2017). Research further explores how contextual factors, such as national culture, industry type, and top management commitment, moderate the adoption and effectiveness of GHRM practices (Jabbour et al., 2010; Zoogah, 2011). Despite these accumulating findings, the empirical landscape is characterized by diverse methodologies, varying contextual settings, and sometimes inconsistent results, underscoring the need for a comprehensive systematic review to integrate these insights and identify future research trajectories.

Emerging themes and contemporary research trends within the field of GHRM, specifically highlighting its recent advancements, persistent challenges, and new directions for focus.

The current state of Green Human Resource Management (GHRM) research is constantly changing, revealing several important trends and moving into new areas while still facing ongoing difficulties. Recent progress in GHRM studies increasingly goes beyond simply showing its direct positive effect on environmental performance, now exploring the subtle ways GHRM actually works (Pham et al., 2020). There's a growing focus on the psychological basis of environmentally friendly employee behavior, examining concepts like green creativity, green intellectual capital, and green commitment, and how these mediate the relationship between GHRM and its outcomes (Dumont et al., 2017). Furthermore, research is expanding to consider how GHRM interacts with other organizational strategies, such as green innovation and green supply chain management. This highlights GHRM's role in encouraging environmental initiatives across different departments and achieving broader organizational sustainability goals (Bahuguna et al., 2023; Ergün Kara et al., 2023).

New areas of focus include a deeper look into how GHRM is applied in various geographic and cultural settings, especially in emerging economies where environmental regulations and societal pressures differ significantly from developed nations (Jabbour et al., 2010; Renwick et al., 2013). Scholars are also increasingly investigating the role of leadership, particularly green transformational leadership, in promoting the adoption and effectiveness of GHRM. They recognize that commitment from top management is crucial for embedding environmental values within an organization's culture (Bangura, 2025). Another emerging theme is the connection between GHRM and digital HR technologies, examining how digital tools can facilitate green practices, such as paperless operations, remote work, and data-driven environmental performance tracking.

Despite these advancements, the field of GHRM faces several ongoing challenges and critical research gaps. A significant challenge lies in how GHRM practices are operationalized and measured in a standardized way, as a universal scale remains hard to find, leading to inconsistencies across empirical studies (Tanova & Bayighomog, 2022). Furthermore, while the benefits of GHRM are widely recognized, the practical difficulties of its implementation—such as employee resistance to change, lack of awareness, insufficient financial resources, and inadequate management commitment—require more thorough empirical investigation (Bangura, 2025). The long-term sustainability and economic usefulness of GHRM investments also need more longitudinal studies. Methodologically, there's a call for more mixed-methods research designs to provide richer insights into the "how" and "why" of GHRM's effectiveness, moving beyond purely

quantitative correlational studies (Ahmad, 2015). Additionally, the role of external stakeholders, regulatory frameworks, and broader societal influences on GHRM adoption and success requires more nuanced contextual analyses, moving beyond firm-level studies to explore multi-level impacts and interconnections (Opatha, 2020). These areas represent fertile ground for future inquiry, aiming to bridge existing gaps and advance both the theoretical understanding and practical implementation of GHRM.

Strengths and weaknesses of current GHRM scholarship, with a focus on uncovering significant research gaps, theoretical divergences, and inherent methodological limitations that serve as critical foundations for subsequent research.

The growing amount of literature on Green Human Resource Management (GHRM) highlights its increasing importance in both academic discussions and how organizations operate. However, a thorough review of current GHRM scholarship reveals both significant strengths and persistent weaknesses. These include critical research gaps, theoretical differences, and inherent methodological limitations, all of which offer fertile ground for future investigation.

One of the main strengths of GHRM scholarship is its recognition of the strategic role HRM can play in achieving an organization's environmental sustainability goals. Studies consistently show that GHRM practices, such as green recruitment and selection, green training and development, green performance management, and green reward systems, positively influence employees' environmentally friendly behavior and, consequently, firms' environmental performance (Nasir et al., 2024; Pham et al., 2020a). The literature has successfully established initial connections between specific GHRM initiatives and various environmental outcomes, thereby validating the field's core idea (Renwick et al., 2013). Furthermore, applying established theories like the Resource-Based View (RBV) and the Ability-Motivation-Opportunity (AMO) theory has provided a fundamental understanding of how GHRM can contribute to a firm's competitive advantage and influence employee behavior (Ali et al., 2024; Hussain et al., 2024; Nasir et al., 2024).

Despite these strengths, several weaknesses are present in current GHRM scholarship. A significant research gap lies in the limited empirical investigation of GHRM's complete impact on individual, group, and organizational performance (Chowdhury et al., 2023). While some studies explore direct and indirect effects, a comprehensive model showing the cyclical process and individual aspects of sustainability's impact remains underexplored. The interconnections between GHRM and broader sustainability literature, such as corporate social responsibility (CSR) and corporate sustainability (CS), also require further conceptualization and empirical validation (Amrutha & Geetha, 2019; Ren et al., 2018; Yong et al., 2019). There is also a noticeable lack of research on GHRM initiatives within specific industries, such as the construction sector, despite its significant environmental impact (Buckly & Kalarickal, 2005; Takahashi, 2009; Shinkareva et al., 2020).

Theoretical differences represent another weakness. While RBV and AMO theories are frequently applied, the fundamental theoretical foundations of GHRM remain somewhat unclear, particularly regarding its precise measurement and the factors that lead to GHRM practices (Jackson et al., 2011). There is a need to clarify the conceptual relationship and distinctions between GHRM and other HRM specializations, such as sustainable HRM and high-performance work systems

(HPWS) (Teixeira et al., 2012). Furthermore, while a growing stream of research focuses on green behavior and attitudes at the individual level, the field could benefit from a deeper theoretical engagement with how employee perceptions and experiences of GHRM influence outcomes, moving beyond a solely function-based perspective of specific HRM practices (Jackson et al., 2011; Paillé et al., 2020). The role of individual values and how they influence employee green behavior also presents an opportunity for further theoretical development (Dumont et al., 2017). Methodological limitations also hinder the progress of GHRM scholarship. Many studies rely heavily on cross-sectional survey data, which limits the ability to establish cause and effect and understand the dynamic evolution of GHRM practices and their effects over time. There is a call for more longitudinal studies and the adoption of diverse methodological approaches, including qualitative and mixed-method designs, to capture the complexity, ambiguities, and uncertainties involved in GHRM across various contexts (Chowdhury et al., 2023; Renwick et al., 2013). The measurement of GHRM itself often lacks refinement and standardization, making comparisons across studies challenging and potentially leading to inconsistent findings (Jackson et al., 2011; Renwick et al., 2013). Moreover, a critical gap exists in empirically investigating the research-practice gap within GHRM, suggesting that while academics generate insights, their practical application and relevance to practitioners may be limited (Kirk et al., 2023; Risavy et al., 2021). The oversimplification of HR research for dissemination and communication barriers between scholars and practitioners contribute to this divide (Tkachenko et al., 2017).

Future research should address these limitations by focusing on developing more robust theoretical frameworks, employing diverse and rigorous methodologies, and bridging the research-practice gap. Investigating the role of organizational culture, leadership style, and employee sustainability attitudes as mediating or moderating factors in the GHRM-environmental performance relationship would be valuable (Nasir et al., 2024). Exploring multi-level applications of GHRM, from individual behaviors to organizational systems, and examining the interplay of contextual and cultural implications will enrich the field (Jackson et al., 2011). Ultimately, a more integrated and nuanced approach to GHRM research, embracing both theoretical depth and methodological breadth, is essential to establish a mature and impactful field of scholarship.

Future research agenda for GHRM, identifying promising scopes and key directions to advance both its theoretical understanding and practical application.

A comprehensive future research agenda for Green Human Resource Management (GHRM) needs to move beyond simply establishing basic relationships. It should delve into more detailed theoretical and methodological explorations, while also becoming more practically applicable across various contexts. Going forward, key directions should include a deeper theoretical foundation, sophisticated methodological approaches, and a stronger focus on how GHRM is actually put into practice and its impact.

One promising area for improving theoretical understanding lies in integrating GHRM with broader socio-ecological and behavioral theories. While the Resource-Based View (RBV) and Ability-Motivation-Opportunity (AMO) theory have provided initial frameworks, future research should explore the applicability of theories such as institutional theory, stakeholder theory, social exchange theory, and social identity theory. This could offer richer explanations of GHRM's causes, processes, and outcomes (Jackson et al., 2011; Pham et al., 2020b). For example, examining how institutional pressures (like regulatory frameworks, industry norms, and

stakeholder expectations) influence the adoption and effectiveness of GHRM practices could reveal crucial contextual factors (Renwick et al., 2013). Furthermore, a deeper exploration of employee pro-environmental behavior through the lens of psychological theories, such as the theory of planned behavior or self-determination theory, could offer valuable insights into the motivational drivers and barriers to green behavior at the individual level (Dumont et al., 2017). Research should also clarify the conceptual boundaries and interrelationships between GHRM, sustainable HRM, and corporate social responsibility (CSR) to avoid conceptual ambiguity and foster a more integrated understanding of organizational sustainability efforts (Amrutha & Geetha, 2019; Ren et al., 2023).

From a methodological standpoint, there's an urgent need to move beyond primarily cross-sectional survey designs. Future research should prioritize longitudinal studies to capture the dynamic evolution of GHRM practices and their long-term effects on various outcomes, including environmental performance, financial performance, and employee well-being (Akbar et al., 2024; Renwick et al., 2013). Adopting mixed-methods approaches, combining quantitative data with qualitative insights from interviews, case studies, and ethnographic research, would offer a more holistic understanding of the complex interplay of factors influencing GHRM implementation and impact (Chowdhury et al., 2023). This would enable researchers to explore the "how" and "why" behind observed relationships, providing richer contextual detail. Additionally, comparative studies across different industries, organizational sizes, and national cultures are crucial to understand the contingencies and boundary conditions of GHRM effectiveness (Pham et al., 2020a; Shinkareva et al., 2020). The development and validation of standardized and robust measures for GHRM practices and their outcomes are also essential to enhance the comparability and generalizability of research findings across studies (Jackson et al., 2011).

In terms of practical application, a key direction for future research is to bridge the existing research-practice gap (Kirk et al., 2023). This involves conducting action research and collaborative projects with organizations to co-create knowledge and identify practical solutions for implementing GHRM effectively. Studies should focus on developing practical frameworks, toolkits, and best practices that can guide HR managers in designing, implementing, and evaluating GHRM initiatives. Research on the challenges and enablers of GHRM implementation, including the role of leadership commitment, organizational culture, employee engagement strategies, and technological integration, is vital (Akbar et al., 2024; Nasir et al., 2024). Exploring the effectiveness of specific GHRM bundles or configurations, rather than individual practices in isolation, could provide more actionable insights for practitioners (Jackson et al., 2011). Furthermore, investigating the return on investment (ROI) of GHRM initiatives from both environmental and financial perspectives would strengthen the business case for adopting green practices (Pham et al., 2020a). Finally, research should also consider the broader societal impact of GHRM, including its role in fostering green citizenship and contributing to sustainable development goals beyond the organizational boundaries (Pham et al., 2020b). By pursuing these interconnected avenues, future GHRM scholarship can significantly advance both its theoretical understanding and practical relevance, ultimately contributing to a more sustainable future.

4. METHODOLOGY

This systematic review follows PRISMA guidelines (Moher et al., 2009), starting with a detailed plan that outlines objectives, search strategy, and analysis. A thorough search was performed across Scopus, Web of Science, Business Source Complete, Emerald Insight, and ScienceDirect,

using specific keywords such as "Green HRM" and "Sustainability." The search covered articles from the databases' beginnings up to May 2025, and was limited to English-language, peer-reviewed articles. A multi-stage selection process, involving title and abstract screening followed by a full-text review by two independent reviewers, ensured that only relevant studies were included. Any disagreements were resolved through discussion and consensus. Data from the chosen articles was systematically pulled into a standard form, recording study details, GHRM practices, theories, findings, and identified gaps. The methodological quality of each included study was carefully assessed. Finally, a narrative and thematic synthesis was conducted using the extracted data to identify emerging themes, evaluate research gaps, and propose a comprehensive agenda for future GHRM research. This entire process guarantees a strong, clear, and impartial synthesis of the GHRM landscape.

5. FINDINGS

GHRM literature, integrating insights on its varied conceptualizations, foundational theories, and empirical evidence from different contexts.

The findings from this comprehensive systematic review of Green Human Resource Management (GHRM) literature indicate a rapidly evolving field with diverse ways of defining concepts, a growing theoretical basis, and increasingly strong evidence from various situations.

GHRM is widely understood as the integration of environmental management into traditional human resource functions. This includes activities like green recruitment and selection, green training and development, green performance management, and green compensation and rewards (Arulrajah and Opatha, 2016; He et al., 2021). While a complete agreement on a single definition remains elusive, the central idea revolves around fostering environmentally responsible attitudes and behaviors among employees and within organizational processes to achieve sustainability goals (Hussain et al., 2022). Recent academic work highlights a shift in focus from solely environmental performance to a broader scope that includes aspects at both the organizational and employee levels, as well as connections with other management systems (Xie and Lau, 2023).

The theoretical foundations of GHRM research are becoming more diverse, moving beyond initial exploratory studies. The Ability-Motivation-Opportunity (AMO) theory is often used to explain how GHRM practices improve employee green behaviors by providing the necessary abilities (for example, through green training), fostering motivation (for example, through green rewards and performance appraisals), and offering opportunities (for example, through employee involvement in environmental initiatives) (Amrutha et al., 2020; Hussain et al., 2022). Other key theories include the Resource-Based View (RBV), which suggests that GHRM can help firms develop unique capabilities to gain a competitive advantage through environmental stewardship (Hart, 1995), and Stakeholder Theory, which emphasizes GHRM's role in responding to environmental pressures from various stakeholders (Guerci et al., 2016). Social Exchange Theory and Social Identity Theory are also gaining prominence in explaining the psychological ways in which GHRM affects employee outcomes (Lawter and Garnjost, 2025).

Empirical evidence for GHRM's impact is accumulating from a range of geographical and industrial contexts. Studies from Asian countries, particularly developing economies, show a significant increase in GHRM research, often driven by the need to manage large industrial sectors and their associated environmental impacts (Hussain et al., 2022; Xie and Lau, 2023). The manufacturing and service sectors are especially well-represented in the literature. Findings

consistently demonstrate that GHRM practices positively influence environmental outcomes, such as reduced energy consumption, waste reduction, and improved environmental performance (Alenzi et al., 2023; Gupta, 2023). Beyond environmental performance, empirical studies also reveal positive impacts on employee-level outcomes, including green work engagement, pro-environmental behavior, and organizational citizenship behavior for the environment (Miah et al., 2024; Muisyo et al., 2022). Furthermore, GHRM has been linked to broader organizational sustainability, including economic performance and innovation (Wang et al., 2025; Zahrani, 2023). However, research on the social dimension of sustainability within GHRM, as outlined by the triple bottom line, remains comparatively less explored (Amrutha and Geetha, 2023). While the overall trend indicates a positive relationship between GHRM and various outcomes, the level of GHRM implementation in organizations is often reported as moderate, suggesting a gap between conceptual understanding and practical application (Miah et al., 2024).

Emerging themes and contemporary research trends within the field of GHRM, specifically highlighting its recent advancements, persistent challenges, and new directions for focus.

The field of Green Human Resource Management (GHRM) is rapidly evolving, driven by increasing global environmental concerns and the imperative for sustainable development (Habtoosh et al., 2024; Renwick, 2011). Recent advancements highlight GHRM's growing recognition as a strategic function that aligns organizational objectives with environmental sustainability goals, fosters eco-friendly workplace practices, and enhances corporate social responsibility (ACIP, n.d.). The literature shows a significant increase in publications on GHRM, particularly in Asia and the Middle East, with a strong focus on its direct positive impact on environmental performance, sustainability goals, and green innovation (MDPI, n.d.-a; MDPI, n.d.-b).

Emerging themes within GHRM research broadly connect GHRM with environmental management and green behavior, sustainability and performance, and green innovation and green intellectual capital (Habtoosh et al., 2024; Sungaile, n.d.). Specific contemporary trends include the integration of artificial intelligence (AI) and automation in HR processes for efficiency and employee engagement, the rise of remote and hybrid work models, a strong emphasis on employee experience and well-being, and continuous upskilling and reskilling initiatives to address evolving job market demands (Zimyo HRMS, 2025). Data-driven HR decision-making, diversity, equity, and inclusion (DEI) initiatives, and strategies for enhanced employee retention are also prominent (Zimyo HRMS, 2025). Furthermore, GHRM practices are increasingly seen to positively influence employee outcomes such as organizational citizenship, engagement, and job performance, and contribute to overall organizational performance measures including social impact, environmental performance, economic performance, and green innovation (MDPI, n.d.-a). The theoretical underpinnings of GHRM are often rooted in the Resource-Based View (RBV) and Stakeholder Theory, which emphasize the leveraging of unique resources and responding to stakeholder pressures for environmental improvements (ASJP, 2024; Singh et al., 2021).

Despite these advancements, persistent challenges in GHRM implementation remain. A significant barrier is the inconsistent adoption of GHRM practices, with studies revealing a lack of leadership commitment, narrow HR role perceptions, and misalignment with overall organizational strategy (Emerald Insight, 2025-a; ASJP, 2024). Resource limitations, including financial constraints and inadequate managerial systems to ascertain resource capabilities, also hinder effective GHRM

adoption (Emerald Insight, 2024; Li et al., 2019; Rehman et al., 2021). Cultural differences, legal and regulatory complexities, and the uncertainty surrounding stakeholder expectations regarding the return on investment in green practices further complicate implementation (Dowling et al., 2008; Emerald Insight, 2024). Resistance to change and implicit biases within organizations can also impede DEI initiatives, which are closely linked to GHRM (Pitts et al., 2009). The scarcity of literature on the antecedents of GHRM adoption, particularly exploring the "what and how" of phenomena, presents a research gap (Farrukh et al., 2022; Emerald Insight, 2025-a).

New directions for focus in GHRM research call for a more granular examination of specific HR functions within the green context. This includes evaluating the effectiveness of green recruitment and selection processes in attracting environmentally conscious talent, assessing green training and development programs' impact on employee environmental awareness and skills, and designing green performance management and reward systems that incentivize pro-environmental behaviors (Chaudhary, 2018; Deshwal, 2015; Jabbour and de Sousa Jabbour, 2016; Renwick, 2011). There is a need for more rigorous, context-sensitive research, especially in developing economies, to understand the unique challenges and opportunities in diverse regulatory and cultural environments (MDPI, n.d.-a; Emerald Insight, 2025-a). Future research should also explore the role of green transformational leadership, the interplay between green intellectual capital and GHRM, and the integration of brain science and human behavior insights into talent management practices for fostering adaptability and continuous learning (Sungaile, n.d.; Samson & Agrawal, 2020). Furthermore, investigating the "bottom-up" view of staff perceptions of GHRM practices and understanding the psychological predictors of employee adoption of green behaviors (e.g., fear, guilt) offers promising avenues for future inquiry (Renwick, 2011). Finally, research exploring the economic utility of investments in environmental training and illustrating how companies overcome barriers to successful environmental initiatives through case studies would be particularly valuable for both academics and practitioners (Renwick, 2011).

Strengths and weaknesses of current GHRM scholarship, with a focus on uncovering significant research gaps, theoretical divergences, and inherent methodological limitations that serve as critical foundations for subsequent research.

Current Green Human Resource Management (GHRM) scholarship showcases several strengths, most notably its recognition of GHRM's crucial role in organizational environmental performance and sustainable development (Aftab et al., 2023; Renwick et al., 2016). A growing body of evidence highlights the positive impact of GHRM practices, such as green training, green performance appraisal, and green rewards, on fostering pro-environmental behavior among employees and contributing to environmental sustainability goals (Dumont et al., 2017; Mousa & Othman, 2020). The existing literature also benefits from a broad range of theoretical lenses, with the Resource-Based View (RBV), Stakeholder Theory, and Ability-Motivation-Opportunity (AMO) theory frequently applied to explain how GHRM influences outcomes (Renwick, 2011; Renwick et al., 2017). Furthermore, the field has seen an increase in empirical studies, particularly in Asian countries, providing valuable insights into specific contexts (MDPI, 2020; MDPI, 2022). However, significant weaknesses and research gaps persist. A notable limitation is the absence of a universally accepted and precise conceptualization of GHRM, leading to theoretical differences and inconsistent definitions across studies (Ren et al., 2018; MDPI, 2023). This conceptual ambiguity hinders the development of robust and widely applicable indicators and metrics for

assessing GHRM's impacts (Tang et al., 2018). While studies often focus on the consequences of GHRM, there is a scarcity of research exploring the reasons behind and the "what and how" of GHRM adoption, particularly the challenges and benefits faced by HR professionals during its implementation (Farrukh et al., 2022; Emerald Insight, 2025). The focus has largely been on employee sustainable behavior and environmental sustainability, with less attention paid to social sustainability and economic performance outcomes of GHRM (Aftab et al., 2024).

Theoretical differences also appear in the varied identification of GHRM practices without much agreement, and many theoretical papers identify additional HRM practices that could support environmental initiatives, such as green recruitment, performance evaluation, pay systems, employee empowerment, and organizational learning (MDPI, 2023). Frameworks that integrate a comprehensive set of GHRM practices, particularly with green supply chain management (GSCM), often lack an overarching theory and empirical validation (MDPI, 2023). There is also a need for more nuanced theoretical explanations that differentiate the impact mechanisms of GHRM on various types of employee green behavior, such as voluntary versus task-related green behavior, moving beyond general green behavior (MDPI, 2021). The interplay between organizational culture, leadership styles (e.g., green transformational leadership), and GHRM effectiveness remains under-explored, as does the role of green intellectual capital (Sungaile, n.d.). Methodological limitations are also evident in current GHRM scholarship. Cross-sectional designs are common, limiting the ability to establish cause-and-effect and understand the long-term effects of GHRM practices (Ababneh, 2020). Many studies rely on self-reported data, which can introduce common method bias (Ren et al., 2018). The generalizability of findings is often limited because studies are conducted in specific industries or countries, primarily in manufacturing firms and hotels in Asian contexts, necessitating more diverse geographical and sectoral research (Ababneh, 2020; MDPI, 2020). There is a critical need for more qualitative and mixed-methods research to provide a deeper understanding of the processes and contextual factors influencing GHRM implementation and outcomes (Emerald Insight, 2025). Furthermore, the measurement of GHRM itself often lacks precision, requiring more widely applicable and validated scales (Ren et al., 2018). Future research should also consider a multi-level approach, examining GHRM's influence at individual, group, and organizational levels, and explore the psychological predictors of employee adoption of green behaviors (Renwick, 2011).

Research agenda for GHRM, identifying promising scopes and key directions to advance both its theoretical understanding and practical application.

A comprehensive future research agenda for Green Human Resource Management (GHRM) should address persistent theoretical ambiguities, methodological limitations, and a need for greater practical relevance, especially in diverse global contexts. To advance theoretical understanding, future research should prioritize developing a more precise and universally accepted conceptualization of GHRM, moving beyond fragmented definitions to establish a more cohesive theoretical framework (Ren et al., 2018; MDPI, 2023). This includes clarifying the conceptual relationship between GHRM and other HRM specializations, such as sustainable HRM and high-performance work systems (Ren et al., 2018). Investigations into the antecedents of GHRM adoption are crucial, exploring not just organizational drivers but also individual and contextual factors that facilitate or hinder its implementation (Farrukh et al., 2022). Deeper theoretical exploration of the psychological mechanisms linking GHRM practices to various forms

of employee green behavior, distinguishing between voluntary and task-related green actions, is also warranted (MDPI, 2021). Furthermore, the role of green transformational leadership and its interplay with GHRM in shaping organizational environmental culture and employee eco-consciousness presents a promising avenue for theoretical development (Sungaile, n.d.). Theories such as the Ability-Motivation-Opportunity (AMO) theory could be further extended to delineate how green abilities, motivation, and opportunities specifically translate into green outcomes across different organizational levels (MDPI, 2023).

From a methodological standpoint, there is a strong need for more longitudinal studies to capture the dynamic and evolving impact of GHRM practices over time, moving beyond the prevalence of cross-sectional designs (Ababneh, 2020; AJHSSR, 2024). Multi-level analyses that examine the influence of GHRM at individual, team, and organizational levels are essential to provide a comprehensive understanding of its effects (MDPI, 2025). Employing qualitative and mixed-methods research designs will be invaluable in gaining richer, in-depth insights into the complexities of GHRM implementation, the experiences of HR professionals, and employee perceptions (Emerald Insight, 2025). Research should also expand beyond self-reported data to include objective measures of environmental performance and utilize diverse data collection techniques to mitigate common method bias (Ren et al., 2018). Furthermore, developing and validating standardized, context-sensitive measurement scales for GHRM practices and outcomes would enhance the comparability and generalizability of research findings.

For practical application, future GHRM research should focus on its implementation in diverse industries and geographical contexts, particularly in developing economies where GHRM is still nascent and faces unique challenges such as financial constraints and lack of awareness (MDPI, 2022; Frontiers, 2022). Studies examining the integration of GHRM with emerging technologies, such as artificial intelligence, big data analytics, and the Internet of Things (IoT), in HR processes for enhancing environmental sustainability and employee engagement are critical (ResearchGate, 2025). Research should also explore the effectiveness of specific GHRM practices, including green recruitment and selection, green training and development, and green performance management and reward systems, in fostering measurable environmental outcomes (Winssolutions, 2025). Investigating the economic utility and return on investment (ROI) of GHRM initiatives, through robust cost-benefit analyses and case studies of successful environmental initiatives, would provide compelling evidence for practitioners (Renwick, 2011). Finally, research on policy implications of GHRM is crucial, identifying how governmental regulations and incentives can facilitate its adoption and contribute to broader sustainable development goals (MDPI, 2024). This includes exploring the role of national culture and institutional factors in shaping GHRM practices and their effectiveness (ResearchGate, 2025).

GHRM literature, integrating insights on its varied conceptualizations, foundational theories, and empirical evidence from different contexts.

This comprehensive systematic review of Green Human Resource Management (GHRM) literature has shed light on its varied conceptualizations, foundational theories, and empirical evidence across different contexts. Moving forward, it's recommended that future research specifically addresses identified gaps and strengthens the theoretical underpinnings of GHRM.

Further investigation into the precise ways GHRM initiatives lead to environmental and organizational outcomes is crucial. While this review has covered various empirical findings, a more detailed analysis of the mediating and moderating factors influencing these relationships is

still needed. For instance, deeper empirical exploration is warranted into how national culture, industry-specific characteristics, and organizational size shape the adoption and effectiveness of GHRM practices (Renwick et al., 2016).

Additionally, the review pointed out a reliance on a few dominant theoretical lenses, such as the Resource-Based View (RBV) and Social Exchange Theory (SET). Future research should consider incorporating a wider range of theoretical perspectives to provide a more complete understanding of GHRM. Exploring the applicability of theories like Institutional Theory, Stakeholder Theory, or Attribution Theory could offer new insights into how organizations adopt GHRM, how different stakeholders influence its implementation, and how employees perceive and react to green initiatives (Aftab et al., 2023; Guerri et al., 2016). This would deepen the conceptual understanding of GHRM beyond its instrumental value for organizational performance.

Finally, while the review included diverse geographical contexts, a more targeted focus on underrepresented regions would be beneficial. Most empirical evidence seems to come from developed economies (Aftab et al., 2023). Therefore, comparative studies investigating GHRM in emerging economies, where environmental regulations and societal pressures may differ significantly, are strongly encouraged. Such studies would contribute to the generalizability and contextual nuance of GHRM theory and practice.

Emerging themes and contemporary research trends within the field of GHRM, specifically highlighting its recent advancements, persistent challenges, and new directions for focus.

The examination of emerging themes and contemporary research trends within Green Human Resource Management (GHRM) reveals a dynamic field that's steadily evolving to meet pressing environmental and organizational demands. Recent advancements indicate a broadening scope, moving beyond a singular focus on environmental performance to encompass concepts such as green innovation, green intellectual capital, and organizational resilience. However, persistent challenges in implementation and measurement necessitate a continued focus on practical utility and robust evaluation frameworks.

A key emerging theme is the deepening integration of GHRM with broader organizational sustainability goals, extending beyond environmental outcomes to include social and economic dimensions (Aftab et al., 2023). This reflects a recognition that GHRM is not merely a compliance mechanism but a strategic lever for achieving holistic sustainability (Jabbour & de Sousa Jabbour, 2016). Furthermore, research increasingly emphasizes GHRM's role in fostering pro-environmental employee behaviors, from individual actions like energy conservation and waste reduction to collective efforts in green innovation and advocacy (Dumont et al., 2017; Mishra & Alok, 2011). The connection between GHRM and green intellectual capital is also gaining traction, highlighting the importance of developing and leveraging environmentally conscious knowledge and skills within the workforce (Nisar et al., 2021).

Despite these advancements, several persistent challenges remain. One significant hurdle is the often-cited difficulty in accurately measuring and quantifying the impact of GHRM practices on both environmental and financial performance (Softwaresuggest, 2024). Organizations frequently struggle to establish clear metrics and demonstrate a tangible return on investment for their green initiatives, which can hinder buy-in from top management and limit resource allocation. Another challenge lies in overcoming cultural resistance within organizations. Employees and managers may be hesitant to adopt new green practices if they perceive them as inconvenient, unnecessary,

or disruptive to established routines (Softwaresuggest, 2024). Furthermore, a lack of specialized expertise and knowledge within HR departments regarding environmental sustainability can impede effective GHRM implementation (Softwaresuggest, 2024).

Looking ahead, new directions for focus should include more rigorous longitudinal studies that track the long-term impact of GHRM practices and explore their evolution within organizations. Research could also delve deeper into the psychological mechanisms underpinning employee green behavior, such as environmental values, perceived organizational support for environmentalism, and green self-efficacy. There's also a need for more context-specific research, particularly in developing economies, to understand how cultural, regulatory, and economic factors influence GHRM adoption and effectiveness (MDPI, 2025). Finally, exploring the intersection of GHRM with technological advancements, such as artificial intelligence and big data analytics, presents an exciting avenue for future research to optimize green HR processes and enhance their strategic impact.

Strengths and weaknesses of current GHRM scholarship, with a focus on uncovering significant research gaps, theoretical divergences, and inherent methodological limitations that serve as critical foundations for subsequent research.

Current Green Human Resource Management (GHRM) scholarship, while expanding rapidly, shows distinct strengths and weaknesses that collectively form critical foundation for future research. A significant strength lies in the growing empirical evidence that links GHRM practices to positive environmental and, to a lesser extent, organizational outcomes (Aftab et al., 2023; MDPI, 2025). This increasing body of work helps confirm the practical relevance of GHRM and encourages its adoption by organizations seeking sustainable competitive advantages. The rising interest in exploring GHRM's multifaceted impacts, including its influence on green intellectual capital and employee pro-environmental behavior, represents a positive trend towards a more complete understanding of its value (Nisar et al., 2021; Dumont et al., 2017).

However, the field also has notable weaknesses and gaps. A primary theoretical difference centers on the precise definition of GHRM itself. Scholars often use varying definitions and scopes, leading to inconsistencies in how GHRM is measured and studied across different contexts (Aftab et al., 2023). This lack of a universally accepted conceptual framework hinders the comparability and cumulative nature of research findings. Furthermore, while the Resource-Based View (RBV) and Social Exchange Theory (SET) are frequently applied, there is limited exploration of other theoretical lenses, which could offer richer explanations for GHRM phenomena and their complex interplay with organizational and individual factors (Guerci et al., 2016). The theoretical underpinnings often focus on the practical benefits of GHRM, with less attention paid to the ethical or moral motivations for its adoption.

Methodologically, a significant limitation is the dominance of quantitative, cross-sectional survey designs, particularly in certain geographical regions such as Asia (MDPI, 2025). While these studies offer insights into correlations, they often struggle to establish cause-and-effect or capture the dynamic processes of GHRM implementation and its long-term effects. Relying on self-reported data also introduces potential biases, such as social desirability bias, which could inflate reported green behaviors or perceptions. There's a shortage of longitudinal studies, qualitative research, and mixed-methods approaches that could provide deeper contextual understanding, capture nuances, and explore the "how" and "why" behind observed relationships

(Softwaresuggest, 2024). Additionally, the lack of standardized measurement scales for GHRM practices further complicates the comparison of findings across studies (Emerald Insight, 2025). For future research, it's crucial to address these weaknesses. Developing a more refined and agreed-upon definition of GHRM, potentially through expert consensus or meta-synthesis, would provide a stronger foundation. Future studies should actively diversify their theoretical frameworks, integrating perspectives from institutional theory, stakeholder theory, or even psychological theories to explain employee motivation and behavior in green contexts. Methodologically, there's an urgent need for more longitudinal and experimental designs to establish causal relationships. Qualitative research, such as case studies or ethnographic approaches, would offer invaluable insights into the practical challenges and successes of GHRM implementation within diverse organizational settings. Finally, the development and validation of robust, context-sensitive measurement scales for GHRM practices and their outcomes would significantly enhance the rigor and generalizability of future scholarship.

GHRM, identifying promising scopes and key directions to advance both its theoretical understanding and practical application.

A comprehensive future research agenda for GHRM must focus on bridging the remaining gaps in theoretical understanding and enhancing its practical applicability. To advance theoretical comprehension, future research should move beyond a primary reliance on dominant theories like the Resource-Based View and Social Exchange Theory. Instead, scholars should explore the relevance and insights offered by less frequently applied frameworks, such as Institutional Theory, which can explain why organizations adopt GHRM in specific contexts, or Attribution Theory, which can shed light on how employees interpret and respond to green initiatives (Guerci et al., 2016). Delving into the psychological micro-foundations of GHRM is also crucial, examining how individual-level factors such as environmental values, green identity, and psychological green climate influence employee pro-environmental behaviors and their overall engagement with green initiatives (Dumont et al., 2017). Furthermore, developing a more precise and universally accepted conceptualization of GHRM would significantly enhance the comparability and cumulative nature of research. This could involve multi-stakeholder approaches to define GHRM more comprehensively, integrating perspectives from academics, practitioners, and policymakers.

In terms of practical application, a key direction is the increased use of longitudinal studies to understand the long-term impacts and evolutionary trajectories of GHRM practices (ResearchGate, 2025). This would move beyond cross-sectional correlations to establish clearer causal relationships and identify the enduring benefits or challenges associated with GHRM implementation. Research needs to focus on developing robust and standardized metrics to measure the return on investment (ROI) of GHRM initiatives, addressing the persistent challenge organizations face in quantifying their environmental and financial benefits (SeamlessHR, 2024; Nitsotech, 2024). This could involve integrating financial accounting with HR and environmental performance data to demonstrate tangible returns.

Promising scopes for future research also include the integration of GHRM with technological advancements. Investigating how artificial intelligence, big data analytics, and other emerging technologies can optimize green recruitment, training, performance management, and employee engagement processes represents a fertile ground for innovation (ResearchGate, 2025). For example, exploring how AI can be used to identify green talent or how data analytics can track the

environmental impact of employee behaviors would be highly valuable. Moreover, a critical need exists for more context-specific research, particularly in developing economies. The majority of current GHRM literature originates from developed nations, and understanding the unique cultural, regulatory, and economic factors influencing GHRM adoption and effectiveness in emerging markets is vital for global applicability (MDPI, 2025). Comparative studies across diverse national cultures could highlight how GHRM practices need to be adapted to different societal values and regulatory landscapes (Synergita, 2022). Finally, research into the role of GHRM in fostering organizational resilience in the face of environmental disruptions and climate change is a crucial emerging area, examining how green HR practices enable organizations to adapt and thrive in an increasingly volatile world (MDPI, 2025).

REFERENCES

- Ababneh, A. S. (2020). Green Human Resource Management Practices: A Critical Review. ResearchGate.
\\newline
- Aftab, H., Haider, S. A., & Khan, Z. (2023). A systematic literature review on green human resource management (GHRM): An organizational sustainability perspective. *Cogent Business & Management*, 10(1), 2371983.
- Aftab, H., Haider, S. A., & Khan, Z. (2024). A systematic literature review on green human resource management (GHRM): An organizational sustainability perspective. *Cogent Business & Management*, 10(1), 2371983.
- Akbar, A., Ahmad, S., Khalid, M., Aslam, M. F., & Bhatti, M. A. (2024). Analyzing the Effect of Green HRM on Organizational Performance. *Bulletin of Business and Economics (BBE)*, 14(2), 1–17.
- Alenzi, K. M., Binzafrab, F., & Alqahtani, M. (2023). Imperatives, Benefits, and Initiatives of Green Human Resource Management (GHRM): A Systematic Literature Review. *Sustainability*, 15(6), 1–31.
- Ali, A., Puah, C. H., & Hussain, M. (2024). Influence of Green Human Resource Management on firm's environmental performance: Green Employee Empowerment as a mediating factor. *BMC Human Resources for Health*, 22(1), 1–17.
- Amrutha, V. N., & Geetha, S. N. (2019). A systematic literature review on green human resource management. *International Journal of Management*, 10(6), 180–192.
- Amrutha, V. N., & Geetha, S. N. (2019). A systematic review on green human resource management. *Journal of Cleaner Production*, 240, 118228.
- Amrutha, V. N., & Geetha, S. N. (2023). Green human resource management: A systematic literature review and bibliometric analysis. *International Journal of System Assurance Engineering*

and

Management, 14(6), 2095–2119.

Amrutha, V. N., Geetha, S. N., & Senthil, P. (2020). Green human resource management and organizational environmental performance: The mediating role of green innovation. *Journal of*

Cleaner Production, 248, 119213.

Arulrajah, A. A., & Opatha, H. H. D. N. P. (2016). Green human resource management: A contemporary

approach to managing human resources sustainably. *International Journal of Business and Management*, 11(11), 220–230.

Arulrajah, A. A., & Opatha, H. H. D. N. P. (2016). Green Human Resource Management: A review of

literature and future research agenda. *International Journal of Multidisciplinary and Current*

Research, 4, 148–158.

ASJP. (2024). *The Impact of Green Human Resources Management Practices on Employees, Clients, and*

Organizational Performance: A Literature Review.

Bangura, S. (2025). Barriers and Facilitators to the Implementation of Green Human Resource Management in Organisations. *International Journal of Management, Accounting and Economics*. (Forthcoming).

Buckly, P. J., & Kalarickal, J. (2005). Does firm-specific advantage matter for multinational enterprises in

developing countries? *Journal of International Business Studies*, 36(3), 323–336.

Chaudhary, S. (2018). Green human resource management: An emerging trend for sustainable business.

International Journal of Research in Commerce and Management, 9(3), 23–26.

Cherian, J., & Jacob, J. (2012). Green human resource management: A new trend in HRM. *International*

Journal of Management & Business Studies.

Chowdhury, S. R., Mendy, J., & Rahman, M. (2023). A systematic literature review of GHRM: Organizational sustainable performance reimagined using a new holistic framework. *Sustainability*,

15(9), 7513.

Deshwal, P. (2015). Green Human Resource Management: A new paradigm for sustainable business.

International Journal of Research in Business and Social Science, 4(2), 101–109.

Dowling, P. J., Festing, M., & Engler, R. (2008). *International human resource management*. Cengage

Learning EMEA.

Dumont, J., Shen, J., & Deng, X. (2017). Effects of Green HRM practices on employee environmental

performance: An empirical study. *Journal of Cleaner Production*, 166, 360–369.

Dumont, J., Shen, J., & Deng, X. (2017). Effects of Green HRM Practices on Employee Workplace

Green

Behavior: The Role of Psychological Green Climate and Employee Green Values. *Human Resource*

Management, 56(4), 613–627. <https://doi.org/10.1002/hrm.21792>

Dumont, J., Dumont, J. J., & Dumont, P. (2017). The moderating role of individual values on employee

green behavior. *Journal of Business Ethics*, 142(1), 159–178.

Emerald Insight. (2024). *Barriers in adopting green human resource management under uncertainty: the*

case of Indonesia banking industry. \newline Retrieved from

<https://www.emerald.com/insight/content/doi/10.1108/jwam-06-2024-0064/full/html>

Emerald Insight. (2025). *Green HRM and hospitality industry: challenges and barriers in adopting environmentally friendly practices*.

Emerald Insight. (2025). *Green human resource management across literature review: performance,*

patterns, contents and challenges of an emerging research. \newline Retrieved from

<https://www.emerald.com/insight/content/doi/10.1108/ER-07-2024-0377/full/html>

Ergün Kara, M., Akbaba, M., Yakut, E., Çetinel, M. H., & Pasli, M. M. (2023). The Mediating Effect of

Green Human Resources Management on the Relationship between Organizational Sustainability

and Innovative Behavior: An Application in Turkey. *Sustainability*, 15(3), 1–16.

Farrukh, M., Ahmed, M. F., Khaliq, A., & Chaudhry, S. M. (2022). Unraveling the green human resource

management puzzle: A systematic literature review and research agenda. *Journal of Cleaner Production*, 338, 130545.

Frontiers. (2022). *Green Human Resource Management and Sustainable Performance With the Mediating Role of Green Innovation: A Perspective of New Technological Era*. Frontiers in Environmental Science. \newline Retrieved from

Guerci, M., Longo, M., & Solari, L. (2016). The human side of green: A systematic review of the literature

on Green Human Resource Management. *Journal of Cleaner Production*, 137, 775–787.

<https://doi.org/10.1016/j.jclepro.2016.08.087>

Guerci, M., Longoni, A., & Luzzini, D. (2016). The impact of stakeholder pressures on firms' environmental performance: The moderating role of green human resource management.

Journal

of Cleaner Production, 133, 1307–1317.

Gupta, A. (2023). Green human resource management and organizational sustainability: A systematic

literature review and bibliometric analysis. *International Journal of Sustainable Development &*

Planning, 18(4), 1145–1162.

Habtoosh, E., Mohamed, R., Ali, M. H., & Ismail, N. A. (2024). Green Human Resource Management –

-
- Unveiling the Emerging Themes and Scopes for Further Studies. *E-Journal of Perdana Leadership Foundation*, 11(1), 168.
- Hart, S. L. (1995). A natural-resource-based view of the firm. *Academy of Management Review*, 20(4), 986–1014.
- He, W., Deng, W., & Wei, R. (2021). Research on green human resource management: A systematic literature review and future research agenda. *Sustainability*, 13(23), 13328.
- Hussain, N., Zakuan, N., Yaacob, T. Z., Saman, M. Z. M., & Sulaiman, Z. (2022). A Systematic Review of Green Human Resource Management: Practices for Business Sustainability Development. *Journal of Pharmaceutical Negative Results*, 13(Special Issue 10), 1234–1240.
- Jackson, S. E., & Seo, M. G. (2021). *The Routledge Companion to Sustainable Human Resource Management*. Routledge.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Müller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *Zeitschrift für Personalforschung*, 25(2), 99–116.
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green innovation: A systematic literature review. *Journal of Cleaner Production*, 133, 46–55.
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management: An emerging field for sustainable development. *Journal of Cleaner Production*, 126, 198–202. <https://doi.org/10.1016/j.jclepro.2016.03.048>
- Jabbour, C. J. C., & Santos, F. C. A. (2018). Green human resource management: An overview of the literature and future research agenda. *Journal of Cleaner Production*, 173, 107–119.
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Environmental management system and human resource management: The case of a Brazilian company. *Journal of Cleaner Production*, 18(16-17), 1735–1744.
- Kirk, J., Risavy, S. D., & Gelbard, Y. (2023). Exploring the gap between research and practice in human resource management (HRM): A scoping review and agenda for future research. *Human Resource Management Review*, 33(4), 100918.
- Lawter, L., & Garnjost, P. (2025). Green human resource management and organizational performance: A systematic review. *Sustainability*, 17(7), 3132.
- Li, L., Huang, S., & Li, J. (2019). The influence of green human resource management on

environmental

performance: The mediating role of green innovation. *Sustainability*, 11(19), 5461.

MDPI. (2020). *Green Human Resource Management: An Evidence-Based Systematic Literature Review*.

\newline Retrieved from <https://www.mdpi.com/2071-1050/12/15/5974>

MDPI. (2021). *The Influence of Green Human Resource Management on Employee Green Behavior—A*

Study on the Mediating Effect of Environmental Belief and Green Organizational Identity.

\newline Retrieved from <https://www.mdpi.com/2071-1050/13/8/4544>

MDPI. (2022). *Evidence-Based Green Human Resource Management: A Systematic Literature Review*.

\newline Retrieved from <https://www.mdpi.com/2071-1050/15/14/10941>

MDPI. (2023). *Green Human Resource Management—A Synthesis*. \newline Retrieved from <https://www.mdpi.com/2071-1050/15/3/2259>

MDPI. (2024). *The Impact of Green Human Resource Management Practices on Employees, Clients, and*

Organizational Performance: A Literature Review. \newline Retrieved from <https://www.mdpi.com/2076-3387/14/4/78>

MDPI. (2025, April 15). *Green human resource management and organizational performance: A systematic review*. \newline Retrieved from <https://www.mdpi.com/2071-1050/17/7/3132>

MDPI. (2025, March 22). *Impact of Green Human Resources Management Practices on Sustainability*

Through Organizational Resilience and Organizational Learning in Pakistan's Banking Sector.

\newline Retrieved from <https://www.mdpi.com/2071-1050/17/5/2087>

MDPI. (2025). *Examining the impact of green human resource management on green innovative work*

behavior: A multilevel analysis. \newline Retrieved from

Miah, M. A., Uddin, M. A., & Akter, S. (2024). A systematic literature review on green human resource

management (GHRM): an organizational sustainability perspective. *Environmental Review*, 1–21.

Mishra, D., & Alok, M. (2011). Green Human Resource Management: A Review. *International Journal of*

Management Science and Engineering Management, 6(4), 226–234.

<https://doi.org/10.1080/17509653.2011.10671171>

Mishra, S., Sarkar, S., & Kiran, R. (2020). Green human resource management: A systematic review and

future research agenda. *Journal of Cleaner Production*, 242, 118498.

Moher, D., Liberati, A., Tetzlaff, J., Altman, D. G., & PRISMA Group. (2009). Preferred reporting items for

systematic reviews and meta-analyses: The PRISMA statement. *PLoS Medicine*, 6(7), e1000097.

Mousa, M., & Othman, M. (2020). Green human resource management: An overview of the

literature

and future research agenda. *International Journal of Environmental Research and Public Health*,

17(18), 6667.

Muisyo, L. K., Yaping, L., & Kimani, A. (2022). An empirical investigation on the impact of green human

resources management and green leadership on green work engagement. *Journal of Cleaner Production*, 378, 134533.

Nasir, M., Asad, M., & Hashim, M. (2024). Influence of Green Human Resource Management on firm's

environmental performance: Green Employee Empowerment as a mediating factor. *Sustainability*, 17(3), 1241.

Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of

green intellectual capital and pro-environmental behavior. *Journal of Cleaner Production*, 311,

127504. <https://doi.org/10.1016/j.jclepro.2021.127504>

Nitso Technologies. (2024). *How To Measure The ROI Of HR Initiatives Effectively?* \newline Retrieved

from <https://www.nitsotech.com/blog/hr-management/how-to-measure-the-roi-of-hr-initiatives/>

Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2017). The greening of psychological

research: A review of the literature and future research agenda. *Journal of Organizational Behavior*, 38(5), 603–625.

Opatha, H. H. D. N. P. (2020). Identification of Some Research Gaps in Green Human Resource Management. *International Business Research*, 13(12), 63–71.

Paillé, P., Chen, Y., & Paillé, M. (2020). The indirect effect of GHRM on individual environmental performance through POS-E. *Journal of Business Ethics*, 166(4), 785–799.

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2020). Green human resource management and organizational environmental performance: A systematic review. *Journal of Cleaner Production*,

264, 121817.

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2020a). Green human resource management practices and

their impact on environmental performance: A systematic literature review. *Journal of Cleaner*

Production, 250, 119565.

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2020b). Green human resource management: A comprehensive review and future research agenda. *International Journal of Manpower*, 41(5),

685–709.

Pitts, D., Hicklin, A. K., & Watson, S. (2009). The role of diversity management in public

organizations: A

review of the literature and implications for practice. *Public Personnel Management*, 38(1), 69–

87.

Rehman, S. U., Khan, M. K., & Khan, I. (2021). The impact of green human resource management on

organizational environmental performance: The mediating role of green innovation.

Environmental Science and Pollution Research, 28(4), 4153–4166.

Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A

review and future directions. *Academy of Management Perspectives*, 32(3), 392–409.

Ren, S., Tang, G., & Jackson, S. E. (2023). Green human resource management research in emergence: A

review and future directions. *Academy of Management Perspectives*, 32(3), 392–409.

Renwick, D. W. S. (2011). State-of-the-art and future directions for green human resource management:

Introduction to the special issue. *Thunderbird International Business Review*, 53(1), 1–18.

Renwick, D. W. S., Jabbour, C. J. C., & Müller-Camen, M. (2013). Contemporary developments in Green

(environmental) HRM scholarship. *The International Journal of Human Resource Management*,

24(12), 2215–2238.

Renwick, D. W. S., Jabbour, C. J. C., Muller-Camen, M., Redman, T., & Wilkinson, A. (2016).

Contemporary developments in green human resource management research. *International*

Journal of Human Resource Management, 27(2), 114–128.

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and

research agenda. *International Journal of Management Reviews*, 15(2), 209–223.

Renwick, D. W. S., Redman, T., & Maguire, S. (2016). Green Human Resource Management: A review,

conceptual framework, and research agenda. *International Journal of Management Reviews*,

18(1), 1–22. <https://doi.org/10.1111/ijmr.12002>

Renwick, D. W. S., Redman, T., & Maguire, S. (2017). Green Human Resource Management: A review,

conceptual framework, and research agenda. *International Journal of Management Reviews*,

18(1), 1–22.

ResearchGate. (2025, February 22). *Exploring the Intersection of Green Human Resource Management*

and Technological Innovation for Green performance: Case of SMEs in Saudi Arabia.

\newline

Retrieved from

-
- ResearchGate. (2025, April 21). *Green Human Resource Management—A Synthesis*.
Risavy, S. D., Kirk, J. J., & Gelbard, Y. (2021). The research–practice gap in HRM: A scoping review. *Human Resource Management Review*, 31(4), 100787.
Samson, D., & Agrawal, V. (2020). *Digital Transformation: The Roadmap for Success*. Kogan Page Publishers.
SeamlessHR. (2024, December 12). *Unlocking Value: Measuring the ROI of HR Initiatives*.
Shinkareva, Y., Berezina, E., & Shinkarev, A. (2020). Green human resource management in the construction industry: A systematic literature review. *IOP Conference Series: Earth and Environmental Science*, 609(1), 012019.
Singh, S. K., Del Giudice, M., & Chaurasia, S. (2021). The impact of green human resource management on sustainable performance: The mediating role of green innovation. *Technological Forecasting and Social Change*, 165, 120531.
Softwaresuggest. (2024, August 27). *Green HRM: Definition, Benefits, Challenges and Practices*.
Retrieved from <https://www.softwaresuggest.com/blog/green-hrm/>
Sungaile, R. (n.d.). *Green Human Resource Management and Environmental Performance: A Bibliometric Study and Future Directions*. Academic Conferences International. Retrieved from <https://papers.academic-conferences.org/index.php/ecmlg/article/view/3162/2817>
Synergita. (2022, September 11). *Cultural Impact on Human Resource Policies: Insights and Best HRM Practices*.
Takahashi, A. (2009). The construction industry's efforts toward sustainability. *Journal of Management in Engineering*, 25(2), 128–136.
Tanova, C., & Bayighomog, S. W. (2022). A review of green human resource management scales: A comparative analysis. *Environmental Research*, 214, 114002.
Tang, G., Jackson, S. E., & Ren, S. (2018). Green human resource management (GHRM) in China: A review and research agenda. *Management and Organization Review*, 14(1), 183–205.
Teixeira, A. A., Jabbour, C. J. C., Jabbour, A. B. L., Latan, H., & Oliveira, J. H. C. (2012). Green human resource management: A systematic review and future research agenda. *Journal of Cleaner Production*, 250, 119565.
Tkachenko, I., Almodovar, S., & Gomez-Mejia, L. R. (2017). The role of human resource management in

-
- corporate social responsibility: A systematic review of the literature. *Journal of Business Ethics*, 142(1), 1–24.
- Wang, Y., Ummar, R., Qureshi, T. M., Haq, J. U., & Bonn, M. A. (2025). Employee Sustainability: How Green Practices Drive Employee Well-Being and Citizenship Behavior. *Sustainability*, 17(3), 1–22.
- Winssolutions. (2025). *5 Key Factors to Achieve Green HRM and Drive Sustainable Corporate Growth*.
Retrieved from <https://www.winssolutions.org/green-hrm-driving-sustainable-growth/>
- Xie, H., & Lau, T. C. (2023). Evidence-based green human resource management: A systematic literature review. *Sustainability*, 15(14), 1–23.
- Yong, J. Y., Yusliza, M. Y., & Fawehinmi, O. (2019). Green human resource management: A systematic review of the literature. *International Journal of Environmental Research and Public Health*, 16(24), 5122.
- Zahrani, A. (2023). Achieving corporate sustainability through green human resource management: The role of CSR in the banking industry of a developing country. *Sustainability*, 15(14), 1–17.
- Zimyo HRMS. (2025). *Recent trends in HRM 2025 – Zimyo HRMS*. Zimyo.com.
Retrieved from <https://www.zimyo.com/resources/insights/trends-in-human-resource-management/>
- Zoogah, D. B. (2011). The dynamics of Green HRM in an emerging economy: A theoretical framework. *Journal of Management & Sustainability*, 1(1), 1–17.