

Green Human Resource Management and Its Implications on Organizational Performance: A Systematic Literature Review and Recommendations for Future Research

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ABSTRACT

Emerging literature highlights the influence of green human resource management (GHRM) on organizational performance (OP). However, a comprehensive exploration of both direct and indirect relationships between GHRM and various facets of organizational performance is essential to meet the demands of sustainability. The aim of this paper is to conduct a systematic literature review to comprehensively examine the relationship between GHRM practices and OP across various dimensions. In response, we conducted a systematic literature review encompassing 53 scholarly papers that investigate the intricate linkages between GHRM and multiple dimensions of OP. The findings of the study reveal prevailing trends in the literature, with a particular focus on unraveling the direct and indirect interplay between GHRM and OP through five key GHRM aspects: green recruitment and selection, green training and development, green performance management, green compensation and rewards, and green employee involvement. Our findings underscore the substantial impact of GHRM on OP across several dimensions, including environmental, economic, social performance, corporate social responsibility (CSR), and the attainment of green competitive advantage. Among the various dimensions of organizational performance, the linkage between GHRM and environmental performance emerged as the most extensively studied area in existing research. Building on the insights gained from previous studies, we propose a research agenda that outlines a clear pathway for future investigations in this field.

KEY-WORDS

GHRM, GREEN HUMAN RESOURCE MANAGEMENT, ORGANIZATIONAL PERFORMANCE, SUSTAINABILITY, ENVIRONMENTAL RESPONSIBILITY, SYSTEMATIC LITERATURE REVIEW

JEL Classification: M12, O15, M54 | **DOI:** <http://dx.doi.org/10.5947/jeod.2025.002>

1. Introduction and background of the study

Green human resource management (GHRM) has received considerable attention in recent years due to its central role in enhancing sustainable performance (Rehman, Seth and Shrivastava, 2016; Zaid, Jaaron and Bon, 2018; Mousa and Othman, 2020; Acquah, Agyabeng-Mensah, and Afum, 2021; Malik et al., 2021; Aftab et al., 2022) and fostering green competitive advantage (Jackson and Seo, 2010; Fawehinmi et al., 2020; Pham, Hoang and Phan, 2020; Yong et al., 2020; Chaudhary, 2021; Islam et al., 2022a; Muisyo et al., 2022a).

Scholars have underscored the urgency of addressing environmental deterioration and climate change, which are among the most critical concerns of the present century. These issues have led to economic damage resulting from weather and climate-induced disasters such as hurricanes, droughts, heatwaves, and wildfires (Shafaei, Nejati and Mohd Yusoff, 2020; Chowdhury, Mendy and Rahman, 2023). Consequently, nations worldwide, irrespective of their economic development level, face a wide range of effects that necessitate a stronger emphasis on sustainability and environmentally friendly policies (Yong, Yusliza and Fawehinmi, 2020; Ren, Jiang and Tang, 2022; Wen et al., 2022; Yasin, Huseynova and Atif, 2023).

In response to these challenges, businesses must adopt various strategies and techniques to minimize their environmental impact while also addressing economic concerns (Ahmad, 2015; Zhu et al., 2021; Chreif and Farmanesh, 2022). In addition, researchers have emphasized the importance of embracing green practices (Yong, Yusliza and Fawehinmi, 2020; Chaudhary, 2021; Karatepe, Hsieh and Aboramadan, 2022) and incorporating them with corporate strategies to effectively address the detrimental impacts of business operations (Yusoff, 2016; Singh et al., 2020; Chaudhary, 2021). This incorporation has become obligatory; consequently, there is a growing imperative for contemporary organizations to prioritize environmental management (EM). To better elucidate the compulsory nature of these practices, the term “obligatory” refers to the regulatory and societal pressures encouraging environmental management systems, and details their consequent impacts on organizational performance, thereby enhancing the clarity and structure of our discussion. Environmental management system (EMS) is a structured frameable work that helps organizations identify, manage, and continuously improve their environmental performance, ensuring compliance with regulations and promoting sustainable practices. In order to acquire acceptance and support from stakeholders, including local communities, governments, and advocacy groups, organizations demonstrate responsible environmental practices to obtain a “social license” for their operations (Singh, Singh and Khamba, 2021). Meanwhile, stakeholders are putting more and more pressure on businesses to address environmental sustainability and accept responsibility for their environmental impacts (Jerónimo et al., 2020; Shafaei, Nejati and Mohd Yusoff, 2020; Ren, Jiang and Tang, 2022; Wen et al., 2022). Stakeholder interests are demonstrated to be differently included in the organizational aims and practices in correlation with organizational forms. For example, social and cooperative enterprises balance mutuality and interest for the community (Borzaga, Depedri and Tortia, 2011) and ICA principles and therefore

for these organizations environmental, social, and governance (ESGs) should be internalized in their organizational practices, GHRM included. This research incorporates discussions on global and European ESG policies to highlight their significance and align our findings within the wider framework of international sustainability practices.

This transition toward environmentally responsible behavior among businesses is fueled by the urgency to secure a sustainable future for the next generation.

Businesses comprehend the urgency of preserving the same level of resources and opportunities for the next generation, which motivates them to employ environmentally sustainable practices (Shahriari and Hassanpoor, 2019; Shafaei, Nejati and Mohd Yusoff, 2020; Yong et al., 2020; Yasin, Huseynova and Atif, 2023).

Organizations go beyond ordinary compliance with environmental regulations in order to achieve environmental sustainability and meet stakeholder expectations. They need to embrace a proactive approach that actively seeks to minimize their ecological footprint and environmental impact (Shafaei, Nejati and Mohd Yusoff, 2020; Zhu et al., 2021; Chreif and Farmanesh, 2022). By doing so, they can not only enhance their reputation and social standing but also gain a competitive edge in the marketplace (Fawehinmi et al., 2020; Zhao, Liu and Sun, 2020; Chowdhury, Mendy and Rahman, 2023).

Therefore, many companies have adopted environmental management systems or implemented green management practices. In organizations, the adoption of environmental management measures, encompassing several actions such as carbon emissions reduction and proper materials recycling and so on, offers various advantages, including cost reduction, increased revenue from sustainability-oriented strategies, and improved ecological performance (Anwar et al., 2020; Fawehinmi et al., 2020; Chreif and Farmanesh, 2022). To effectively implement environmental management systems, targeted human resource management (HRM) practices are essential throughout the entire process, from formulating environmental policies to analyzing outcomes. HRM practices, such as recruitment and selection, training and development, performance evaluation, and employee rewards, play critical roles in the success of EM systems, as supported by researchers such as (Daily and Huang, 2001; Chiappetta Jabbour, Almada Santos and Seido Nagano, 2010; Agarwal and Kapoor, 2023).

In response to the contemporary business landscape, there is an increasing demand for organizations to integrate EM into their HRM operations. This necessity has been emphasized by scholars like (Renwick, Redman and Maguire, 2008; 2013; Wagner, 2013; Paillé et al., 2014; Chiappetta Jabbour and de Sousa Jabbour, 2016; Longoni, Luzzini and Guerici, 2018; Aftab et al., 2022). HRM facilitates EM through distinct functional dimensions, such as recruitment and selection, training, performance appraisal, and rewards. Additionally, competitive dimensions of HRM like team articulation, organizational culture, and organizational learning contribute to successful EM, as detailed in the studies by (Chiappetta Jabbour, Almada Santos and Seido Nagano, 2010; Chowdhury, Mendy and Rahman, 2023). Thus, HRM practices aligned with environmental management have given rise to a distinct academic discipline known as green human resource

management (Renwick, Redman and Maguire, 2008; 2013; Jackson et al., 2011; Chiappetta Jabbour and de Sousa Jabbour, 2016; Moktadir et al., 2020; Ahmad, Ullah and Khan, 2021; Muisyo and Qin, 2021; Bhatti et al., 2022; Masud et al., 2023).

There are several clear and tangible benefits to implementing GHRM practices, such as increased efficiency, employee engagement, enhanced production, and reduced costs (Ahmad, 2015; Shafaei, Nejati and Mohd Yusoff, 2020; Yong et al., 2020; Ren, Jiang and Tang, 2022; Wen et al., 2022; Yasin, Huseynova and Atif, 2023). First, it helps businesses reduce their carbon footprint by cutting down on waste and promoting environmentally friendly practices, which in turn boosts productivity and saves money (Adjei-Bamfo et al., 2020; Malik et al., 2020; Pham and Paillé, 2020; Aftab et al., 2022). Second, GHRM encourages a healthier work-life balance, protects environmental resources, and increases customer retention and sales (Ashraf, Ashraf and Anam, 2015; Rubel, Kee and Rimi, 2021a; Chowdhury, Mendy and Rahman, 2022). Third, GHRM promotes the conservation of the environment and natural resources (Ashraf, Ashraf and Anam, 2015; Irani, Kiliç and Adeshola, 2022; Islam et al., 2022b) and boosts organizational competitiveness and sustainability by creating a competitive advantage (Jackson and Seo, 2010; Chaudhary, 2019; Fawehinmi et al., 2020; Pham and Paillé, 2020; Muisyo et al., 2022a).

Existing literature sheds light on the relevance of GHRM in enhancing the performance of an organization across its various dimensions. GHRM consists of five core practices: green recruitment and selection (GRS), green training and development (GTD), green performance management (GPM), green compensation and rewards (GCR), and green employee involvement (GEI). The first of the five core practices is green recruitment and selection, which aims to develop a workforce whose values, principles, and practices are consistent with the organization's ecological values and culture. This approach encourages job-related and discretionary employee green behavior (EGB), thereby contributing to the attainment of organizational goals (Chaudhary, 2019). The next one is green training and development, which is meant to better educate workers about environmental issues and provide them with the tools they need to solve them (Renwick, Redman and Maguire, 2013; Chiappetta Jabbour and de Sousa Jabbour, 2014). The third is green performance management, which helps workers align their actions with the organization's green goals (Pham and Paillé, 2020) while the green compensation and rewards initiatives are strategic efforts to attract, retain, and motivate employees towards attaining the organization's environmental goals. This involves providing both monetary and non-monetary rewards to foster employee engagement and commitment (Chiappetta Jabbour et al., 2013) with prior works by Chiappetta Jabbour, Almada Santos and Seido Nagano (2008) and Mandip (2012) supporting this perspective. The last one is green employee involvement, which is intended to foster a culture of participation among employees, allowing them to effectively share their perspectives on critical environmental issues and propose innovative solutions to resolve them (Liebowitz, 2010).

Existing literature sheds light on the significance of how these GHRM practices collectively and individually enhance the performance of an organization. However, the majority of research has centered on the combined use of these dimensions, with a limited investigation into their

individual effects, necessitating further research in this area. Besides, among the five dimensions of GHRM, green compensation and rewards has received relatively limited attention and requires further investigation.

Moreover, previous studies have substantiated that the implementation of GHRM significantly enhances and promotes the sustainability of organizational performance (OP). Notably, GHRM positively influences key dimensions such as environmental performance (EP), economic performance (EcP), social performance (SP), corporate social responsibility (CSR), and green competitive advantage (GCA). While the correlation between GHRM and EP has been extensively investigated, research on the associations between GHRM and SP, CSR, and GCA has been comparatively neglected. Similarly, the correlation between GHRM and EcP has only been partially explored.

A comprehensive review of the literature on GHRM is necessary to fully capture and grasp the direct and indirect connections between GHRM and OP (Paillé, Boiral and Chen, 2013; Paillé et al., 2014; Kim et al., 2019; Pham, Tučková and Phan, 2019; Anwar et al., 2020; Rubel, Kee and Rimi, 2021a; Chowdhury, Mendy and Rahman, 2023). This review thus aims to identify and clarify the direct and indirect effect mechanisms operating in GHRM and OP linkage.

This study contributes significantly to the burgeoning subject of GHRM by giving a detailed synthesis of previously unknown facets of the GHRM. In addition, the synthesis is beneficial for businesses seeking to enhance their sustainable performance and attain green competitive advantage. This study investigates the immediate and indirect effects of the five GHRM practices on the various dimensions of organizational performance via the mediating variables, providing a comprehensive foundation for future research endeavors.

The remainder of the paper's structure is as outlined below: The second section elaborates on the study's methodology and review strategy employed for conducting this study. In the third section, the focus is on analyzing and presenting the review results. The fourth section outlines the future research agenda in this domain. Finally, the last section provides the concluding remarks for this research endeavor.

2. Method

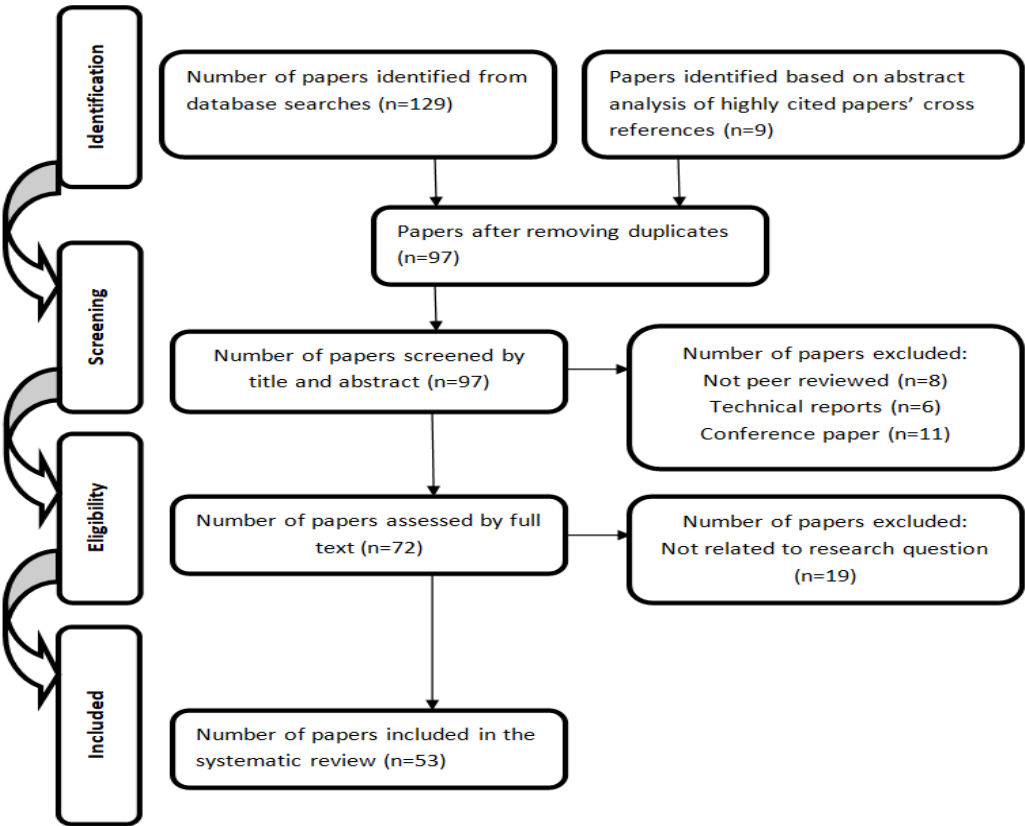
This research utilized a systematic approach to review the literature, adhering to the PRISMA flowchart (Moher et al., 2015; Sahabuddin et al., 2023; Sakib, Tabassum and Uddin, 2023) (Figure 1). The first step involved identifying keywords related to the main and sub-themes, including "GHRM", "green HRM", "green human resource management", "organizational performance", "environmental performance", "economic performance", "social performance", "corporate social responsibility", and "green competitive advantage". These keywords were then used to construct a Boolean search query.

Subsequently, two reputable databases, Web of Science and Scopus, were queried to get articles that matched the query (Sahabuddin et al., 2023; Sakib, Tabassum and Uddin, 2023). Due to their extensive

citation search capabilities and a broad selection of scholarly research, these two databases were chosen. To ensure relevance and appropriateness, all extracted papers were subjected to strict inclusion-exclusion criteria (Figure 1). In total, 53 papers met the criteria and were selected for review in this study.

Thematic analysis, following established protocols from previous research (Tranfield, Denyer and Smart, 2003; Paul and Mas, 2019; Paul and Feliciano-Cestero, 2021; Sharma et al., 2021), was applied to review and analyze the selected articles. The thematic analysis facilitated the categorization of the papers into main themes and sub-themes.

Figure 1. PRISMA flow diagram of this study



Source: authors' own elaboration.

3. Analysis and synthesis of the systematic review results

In this review, we examined how GHRM practices can enhance organizational performance across various domains. The examination of organizational performance encompasses five distinct sub-themes: social performance, economic performance, environmental performance, corporate

social responsibility, and green competitive advantage (GCA).

After analyzing numerous research papers, we found that a majority of them focused on studying the immediate and indirect impacts of GHRM practices on environmental performance. However, there were fewer papers that addressed the effects of GHRM on social performance, green competitive advantage, and corporate social responsibility.

The precise findings on the relationship between GHRM and organizational performance in each of the five aforementioned sub-themes are discussed in the subsequent sections of this review. Additionally, Table 1 presents the key findings from 22 selected papers out of the total 53 empirical studies reviewed.

3.1 GHRM and environmental performance

Environmental performance simply refers to how well a firm protects the environment. EP can be measured by factors such as cost savings, pollution reduction, minimizing negative effects, and ensuring increased work safety (Jirawuttinunt and Limsuwan, 2019; Chowdhury, Mendy and Rahman, 2023).

Previous studies have demonstrated that organizations implementing GHRM practices at a strategic level, and actively involving their workforce in these initiatives, have experienced notable improvements in their environmental performance. Research conducted by Paillé et al. (2014), Yusoff et al. (2020) and Bhatti et al. (2022) strongly supports this assertion, as it highlights how GHRM practices contribute to enhanced operational efficiency, cost reduction, and increased employee engagement, ultimately leading to improved EP. The empirical evidence from several studies consistently shows a significant favorable association between GHRM practices and EP. Notable examples of such studies include those conducted by Paillé, Boiral and Chen (2013), Paillé et al. (2014), Masri and Jaaron (2017), Longoni, Luzzini and Guerci (2018), Rawashdeh (2018), Zaid, Jaaron and Bon (2018), Gilal et al. (2019), Kim et al. (2019), Roscoe et al. (2019), Yusoff (2019), Anwar et al. (2020), Ghouri et al. (2020), Luu (2020), Mousa and Othman (2020), Obeidat, Al Bakri and Elbanna (2020), Shafaei, Nejati and Mohd Yusoff (2020), Singh et al. (2020), Umrani et al. (2020), Yusoff et al. (2020) and Ren, Tang and Jackson (2021).

In particular, Masri and Jaaron (2017) found a robust positive correlation between EP and six distinct GHRM practices (namely green: recruitment and selection, training and development, performance management and appraisal, compensation and reward, employee empowerment and participation, and green management of organizational culture). Among these, the greatest effect was from green recruiting and selection, whereas green training and development has the least impact. Furthermore, Opoku Mensah, Afum and Sam (2021) revealed that GHRM serves a crucial part in achieving remarkable improvements in EP by effectively reducing adverse environmental impacts, conducting regular environmental audits, and minimizing occurrences of environmental accidents and spills.

Moreover, apart from the direct effect, GHRM can also act as a mediator in enhancing EP. Existing studies have demonstrated that GHRM can mediate the links between various factors and

EP (Guerci and Carollo, 2016; Obeidat, Al Bakri and Elbanna, 2020; Singh et al., 2020; Zhao, Liu and Sun, 2020; Ahmad et al., 2021; Rubel, Kee and Rimi, 2021b; Bhatti et al., 2022). For example, GHRM was found to mediate the relationship between top-level management support, orientation toward the internal environment, and EP (Obeidat, Al Bakri and Elbanna, 2020). Besides, the inclusion of green training, participation, and performance management within GHRM was found to function as a mediator between customer pressure and EP (Guerci and Carollo, 2016).

Furthermore, GHRM's inherent nature means that a number of variables can mediate the relationship between GHRM and EP, strengthening it. This suggests that the impacts of GHRM extend beyond those measured by an organization's EP, as there are presumably many mediators at play (Paillé, Boiral and Chen, 2013; Paillé et al., 2014; Longoni, Luzzini and Guerci, 2018; Zaid, Jaaron and Bon, 2018; Gilal et al., 2019; Kim et al., 2019; Pham, Tučková and Phan, 2019; Roscoe et al., 2019; Yusoff, 2019; Anwar et al., 2020; Luu, 2020; Elshaer et al., 2021; Ren, Tang and Jackson, 2021; Islam et al., 2022a). For instance, organizational citizenship behavior for the environment (OCBE) of employees mediates GHRM practices-EP linkage (Kim et al., 2019; Pham, Tučková and Phan, 2019). This shows that employees' contributions to environmental responsibility outside of their official job duties help to explain the favorable impact of GHRM on EP. Moreover, green corporate citizenship (GCC) also functions as a mediator between GHRM practices and EP (Opoku Mensah et al., 2021). This implies that the positive effects of GHRM on EP are amplified when organizations actively embrace environmental responsibility as part of their corporate citizenship.

Table 1. Comprehensive findings from selected papers

Studies	Key Issues	Key Findings
O'Donohue and Torugsa (2015)	GHRM, proactive EM and EcP	GHRM plays a constructive role as a mediator, enhancing the connection between proactive EM and financial performance (FP)
Masri and Jaaron (2017)	GHRM and EP	The six GHRM practices exhibit a statistically significant positive correlation with EP, indicating a strong and favourable relationship between them
Longoni, Luzzini and Guerci (2018)	GHRM, green supply chain management (GSCM), EP and FP	Together, GHRM and GSCM impact both environmental and economic outcomes
Zaid, Jaaron and Bon (2018)	GHRM, GSCM and SP	Sustainable performance is improved when GHRM and GSCM are used in parallel
Gilal et al. (2019)	GHRM, EP and employee environmental passion	GHRM practices have an uplifting impact on environmental performance by fostering environmental passion among employees
Kim et al. (2019)	GHRM, employee organizational commitment, EGB and EP	GHRM improves employees' organizational commitment, encourages their adoption of eco-friendly behaviours, and has a positive impact on hotels' environmental performance

Table 1. Continued

Studies	Key Issues	Key Findings
Anwar et al. (2020)	GHRM, OCBE and EP	Three groups of GHRM practices, categorized according to the ability-motivation-opportunity framework, exerted a noteworthy influence on OCBE. Moreover, OCBE exhibited a significant association with employee performance
Freitas et al. (2020)	GHRM and CSR	Improving CSR results focused on environmental awareness requires a number of measures, the most important of which are performance evaluation, teamwork, and recruitment and selection procedures
Ghouri et al. (2020)	GHRM, EP and BP	Revealed a significant link between GHRM and EP, as well as a noteworthy connection between EP and business performance (BP). Furthermore, EP was identified as a significant mediator in the GHRM and BP linkage
Obeidat, Al Bakri and Elbanna (2020)	GHRM, top management support, internal environmental orientation and EP	Support from upper management towards sustainability practices and an internally focused atmosphere have a beneficial effect on GHRM, which in turn has a no favourable effect on employee performance
Sobaih, Hasanein and Elshaer (2020)	Green AMO, green innovation and EP	Green ability, motivation, and opportunity (AMO) among business owners and managers were found to have an immediate, favourable, and significant influence on both green innovations inside enterprises and EP
Umrani et al. (2020)	GHRM, employee concern and EP	GHRM makes a positive contribution to the organization's EP. The strength of this relationship is amplified when employees demonstrate a higher level of environmental concern
Acquah, Agyabeng-Mensah and Afum (2021)	GHRM, GSCM, EP, EcP, SP, market performance and OP	Impacts of GHRM and GSCM on the EP, EcP, SP, MP, OP
Opoku Mensah et al. (2021)	GHRM, GCC, green reputation, EP and BP	Green corporate culture, environmental performance, and business performance (BPs) are all significantly and favourably impacted by GHRM. On top of that, GCC is an intermediary for how GHRM and EP relate to one another
Ren, Tang and Jackson (2021)	GHRM, EP, FP and employee commitment	Through employees' dedication to environmental causes, GHRM has a strong association with the firm's environmental and financial performances
Saeed et al. (2021)	GHRM, GSCM and EP	Shown that GSCM and GHRM have a substantial, beneficial effect on EP. In addition, GSCM was discovered to serve a crucial role in mediating the GHRM-EP linkage
Irani, Kiliç and Adeshola (2022)	GHRM, EP, employee environmental commitment and green processes introduced	When employees show great environmental commitment and new green processes are introduced, GHRM practices contribute to increased EP

Table 1. Continued

Studies	Key Issues	Key Findings
Muisyo et al. (2022a)	GHRM, EGC and GCA	Employee green competence (EGC) is fostered through GHRM practices, and it mediates the connection between GHRM and green competitive advantage
Muisyo et al. (2022a)	GHRM and GCA	GHRM practices exert a notable and favourable impact on the GCA
Muisyo et al. (2022b)	GHRM and EP	GHRM practices exert a noteworthy influence on EP
Nisar et al. (2022)	GHRM and EP	GHRM practices result in an elevated level of hotels' EP
Aggarwal and Agarwala (2023)	GHRM and EP	The implementation of GHRM practices demonstrated a significant correlation with the EP of the organization

Source: authors' own elaboration.

3.2 GHRM and economic performance

Economic performance aims to improve a firm's marketing and financial performance compared to others in the industry (Zhu et al., 2005). Previous research on GHRM has mostly concentrated on environmental concerns; however, the connection between GHRM practices and the triple bottom line approach—which takes into account environmental, social, and economic factors—has received less attention.

Beyond their positive effects on environmental performance, GHRM practices have the potential to influence the financial performance of organizations (Renwick, Redman and Maguire, 2013). This finding indicates that GHRM's impact extends not only to environmental matters but also significantly contributes to the overall economic well-being of both the organization and its employees (Ahmad, Ullah and Khan, 2021; Wen et al., 2022; Yasin, Huseynova and Atif, 2023). In response to mounting pressure from various stakeholders, companies are increasingly seeking a balance between the pursuit of EcP and the achievement of optimal economic performance (Mishra, 2017; Chowdhury, Mendy and Rahman, 2022).

Moreover, the existing literature points out that managing the social and environmental impacts of business practices goes beyond fulfilling moral obligations. It positively impacts a company's brand image and, in turn, enhances its financial performance (Randev and Jha, 2019). This demonstrates the direct link between responsible environmental practices, corporate reputation, and improved financial outcomes. Additionally, the connection between GHRM practices and financial performance can be gauged through metrics such as turnover and employee productivity, which ultimately predict a firm's financial success (Randev and Jha, 2019).

Notably, enhancing EP can lead to improved EcP through a dual approach: minimizing costs and optimizing revenue streams. Cost reduction is achieved through efficient resource utilization,

reducing environmental incidents, and adopting sustainable practices (Ahmad, Ullah and Khan, 2021; Bhatti et al., 2022). On the other hand, increasing revenue can be realized by improving the company's reputation and image, gaining better market access, and enhancing product quality (Bhatti et al., 2022). Proactive EM plays a pivotal role in improving EcP. This is achieved in two main ways: first, by increasing revenue through improved access to existing and new markets based on eco-friendly products and services (Ambec and Lanoie, 2008); and second, by effective cost management, which involves better risk management and minimizing costs associated with production, materials, services, labor, and capital (Ambec and Lanoie, 2008).

Furthermore, involving employees in environmental issues and providing them with green training can significantly enhance their knowledge, skills, and abilities. This, in turn, leads to a higher level of EcP within the organization (Longoni, Luzzini and Guerri, 2018). The cumulative findings of various empirical studies highlight a strong and positive correlation between GHRM practices and EcP. Several studies have demonstrated this association, emphasizing the potential of GHRM to contribute to enhanced EcP (O'Donohue and Torugsa, 2015; Rehman, Seth and Shrivastava, 2016; Zaid, Jaaron and Bon, 2018; Mousa and Othman, 2020; Malik et al., 2021; Opoku Mensah et al., 2021; Ren, Tang and Jackson, 2021). For instance, O'Donohue and Torugsa (2015) empirical study revealed a positive association between proactive EM and financial performance, with GHRM playing a moderating role. High levels of GHRM were found to amplify the financial benefits of proactive EM compared to low levels, highlighting GHRM as an enabler of proactive EM. Furthermore, Longoni, Luzzini and Guerri (2018) research established that the GHRM bundle positively contributes to financial performance. By fostering motivated and committed employees, GHRM practices generate economic value for the organization. The study also found that the mediating role of GSCM explains the linkage between GHRM and environmental and financial performance. Additionally, manufacturing firms exhibited significantly higher levels of EP compared to service firms.

Investments in GHRM, encompassing green training, green performance management, and green incentives, are expected to encourage pro-environmental behavior within organizations. Consequently, this not only leads to EP improvement but also contributes to enhanced corporate reputation and EcP (Pham, Tučková and Chiappetta Jabbour, 2019). Similarly, Obeidat, Al Bakri and Elbanna (2020) reported a positive relationship between EP and both financial and non-financial performances. Opoku Mensah et al. (2021) empirical research indicated that GHRM significantly influences business performance (BP) in the oil and gas industry. Moreover, the relationship between GHRM and BP was also partially mediated by green corporate citizenship and green corporate reputation. However, some GHRM practices may have a negative influence on financial performance due to their associated financial costs. For instance, employee training and green rewards can be financially costly, potentially impacting short-term profitability (Acquah, Agyabeng-Mensah and Afum, 2021). However, the concurrent implementation of both GHRM and green supply chain management performances has been shown to improve overall profitability (Longoni, Luzzini and Guerri, 2018).

A unique finding from Ghouri et al. (2020) study indicates that EP acts as a mediating factor between various GHRM practices and business performance. This finding demonstrates how GHRM practices contribute to enhanced EP, ultimately influencing BP positively. Furthermore, the study by Jirawuttinunt and Limsuwan (2019) discovered that green recruitment, training, and compensation directly impact both EP and organizational performance. Additionally, green performance management indirectly influences OP through the mechanism of green intellectual capital. Similarly, Bhutto and Auranzeb (2016) found a significant positive relationship between GHRM variables, such as green recruitment, training, and learning, and overall organizational performance. These studies highlight the multifaceted influence of GHRM practices on various performance dimensions within organizations.

3.3 GHRM and social performance

Social sustainability refers to the ethical foundation of a human system, encompassing principles such as fairness, equity, justice, and engagement (Roca-Puig, 2019). The incorporation of green innovation in terms of both product and process results in a significant reduction in the environmental footprint of businesses, thereby enhancing their operational, economic, environmental, and social performance by lowering waste and costs (Wagner, 2015; Ren, Tang and Jackson, 2021).

Amrutha and Geetha (2020) emphasize the potential of GHRM practices to contribute to the sustainability of organizations in terms of people, planet, and profit. While GHRM practices, namely green hiring, training, appraisal, rewards, and employee participation, greatly contribute to a company's social sustainability objectives, there is a lack of research on how these practices specifically impact organizational social sustainability, making it an underexplored aspect of sustainability. Future research should focus on empirical studies to establish the GHRM practices and social sustainability link (Amrutha and Geetha, 2020).

Moreover, many studies have primarily investigated the link between HRM and EP, as environmental impacts are more quantifiable, while the human and social aspects of organizations are more qualitative and less visible (Buller and McEvoy, 2016). Organizations that implement GHRM practices have been observed to make a substantial positive impact on the well-being of their employees and fulfill their environmental requirements (Zaid, Jaaron and Bon, 2018). Such practices are often implemented as part of CSR efforts, leading to tangible benefits such as improved customer and employee satisfaction, effective recruitment, and fostering innovation, ultimately enhancing the organization's social performance (Wagner, 2013).

Previous literature reviews have consistently shown a robust and meaningful relationship between the GHRM bundle and SP (Rehman, Seth and Shrivastava, 2016; Zaid, Jaaron and Bon, 2018; Mousa and Othman, 2020; Acquah, Agyabeng-Mensah and Afum, 2021; Mughal and Malik, 2022). Implementing green practices results in reduced costs, increased sustainability, heightened focus on CSR, improved company reputation, and improved community well-being and safety (Vyas, 2016). Int-GSCM practices mediate between GHRM bundle practices and SP (Zaid, Jaaron

and Bon, 2018), indicating their complementary role. Figure 4 captured the immediate and indirect impacts of GHRM on SP in the literature at a glance. GHRM practices have the potential to foster social sustainability within organizations, while green initiatives contribute to positive environmental and social outcomes. Despite the significant impact of GHRM on SP, further research is needed to explore the social sustainability aspect comprehensively.

3.4 GHRM and corporate social responsibility

When a business acts in accordance with society's ideals, it is engaging in CSR (Freitas et al., 2020; Chowdhury, Mendy and Rahman, 2022). This includes respecting employees, the environment, laws, and the community in which the business operates. Yusliza et al. (2019) argued that GHRM practices should be considered an integral part of firms' CSR strategy. They underlined that CSR, which includes environmental issues as well as social and economic ones, is no longer an option for businesses but rather an imperative (Masud et al., 2023). From the stakeholder perspective, CSR involves addressing the needs and requirements of the organization's stakeholders, indicating that businesses should not only focus on the impacts on the society and environment resulting from their activities but also prioritize stakeholders' fulfillment. These reviews also suggest a positive linkage between CSR and employee organizational identification and highlight that perceived GHRM practices can serve as a tool for implementing CSR initiatives, that is, green initiatives also positively impact organizational identification (Shen, Dumont and Deng, 2018).

Top management commitment has also been found positively connected with CSR (Yusliza et al., 2019). Similarly, top management commitment significantly contributed to positive outcomes of various GHRM practices (green recruitment, selection, training, green analysis, job description, green performance, and rewards). However, except for CSR and green job analyses, the link between GHRM and CSR was weaker than anticipated. Another quantitative study by Freitas et al. (2020) revealed a favorable association between GHRM and CSR, with recruitment and selection, teamwork, and performance evaluation practices significantly influencing CSR functionality. While company size, age, and ISO 14001 certification were all irrelevant as control variables for CSR, the study did find a positive and substantial effect of the "ISO 9001 certification" as a control variable on CSR. Similarly, Cheema and Javed (2017) demonstrated a significant impact of GHRM on CSR, and the application of GHRM practices was associated with a more sustainable environment, with sustainability mediating the relationship between GHRM and CSR. Figure 5 captured the direct and indirect impacts of GHRM on CSR in the literature at a glance.

GHRM practices are integral to CSR strategies, positively influencing CSR and contributing to a more sustainable organizational environment. The link between the implementation of GHRM practices, top management commitment, and CSR warrants further investigation to enhance understanding and implementation in practice.

3.5 GHRM and green competitive advantage

When a company is in a unique position that is difficult for the competitor to imitate, or replicate is termed as competitive advantage. Green competitive advantage, similarly, refers to a unique position or distinctiveness in the market regarding environmental and green innovation practices leading to sustainable benefits for the firm (Muisyo et al., 2022a). Green human resource management performance system incentivizes employees, thereby establishing a foundation for achieving GCA and enhancing environmental performance in an environmentally responsible way (Arulrajah, Opatha and Nawaratne, 2015; Chiappetta Jabbour, Mauricio and de Sousa Jabbour, 2017).

Studies have shown that practices of GHRM have a substantial immediate and indirect impact on the achievement of GCA. Muisyo et al. (2022a) investigated a manufacturing company in Malaysia and concluded that GHRM procedures had a major effect on GCA. This result aligns with the findings of Famiyeh et al. (2018), who uncovered that companies with green efforts outperformed their competitors in the green market.

Furthermore, researchers also found that four green culture enablers (leadership emphasis, message credibility, peer involvement, and employee empowerment) partially mediate the link between GHRM and GCA. They argued that an environmentally green culture would inspire employees to take environmental protection measures on their own initiative, such as producing superior eco-friendly products, implementing environment-friendly innovations, adopting exclusive eco-friendly methods and practices, reducing waste, using resources sustainably, and recycling waste. Thus, businesses that prioritize GHRM and work to foster an environment-friendly green culture can realize GCA.

Another study by Muisyo et al. (2022b) in the Chinese manufacturing sector revealed a substantial positive connection between GHRM and GCA. According to the findings, the GCA of manufacturing companies can be significantly impacted by implementing a number of GHRM practices. These include green hiring, training and development, performance management and appraisal, payment and reward, and employee participation and leadership.

Jackson, Schuler and Jiang (2014) further argued that the company's GCA necessitates the complete execution of GHRM through the full mediation of green innovation culture (GIC). GIC encompasses both innovations in green products and green processes. Therefore, based on their results, a combination of GHRM and GIC can lead to a heightened competitive advantage for firms.

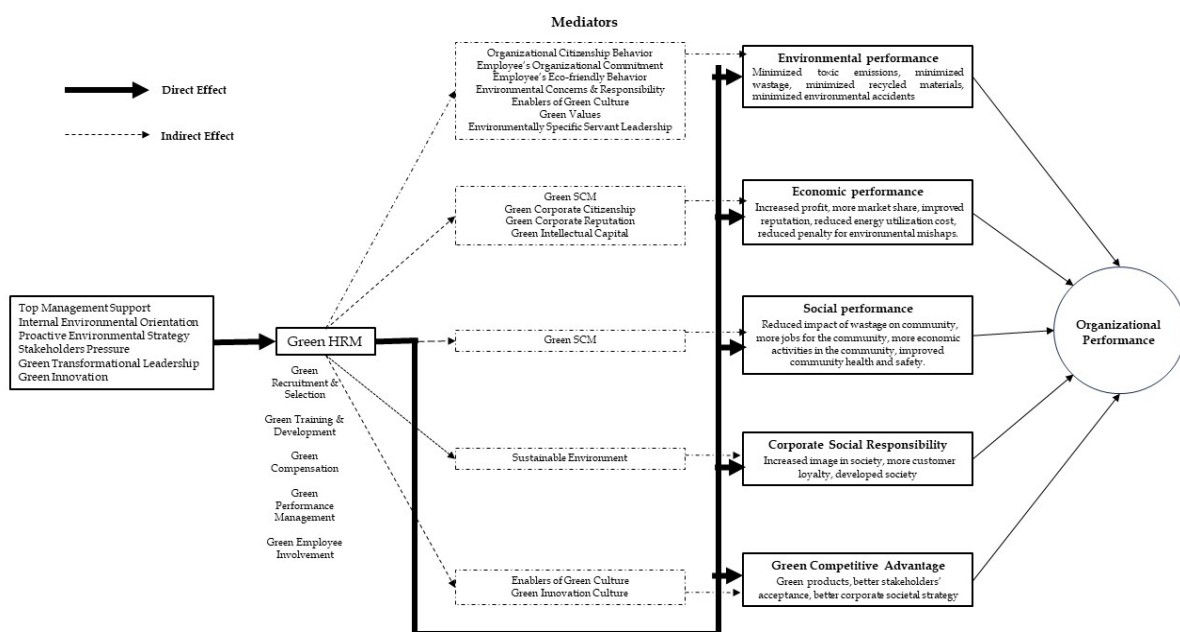
Thus, GCA emerges from a company's unique environmentally friendly practices that resist imitation, while GHRM and cultivating a green culture are vital for achieving this sustainable competitive advantage.

4. Proposed theoretical framework: bridging GHRM and OP

Systematic literature review and a comprehensive examination of existing knowledge in the field of GHRM, allow the researchers to comprehend the holistic antecedents and outcomes of GHRM. Therefore, the researchers propose a comprehensive model and conceptual framework for

studying and analyzing how GHRM impacts organizational performance within organizational contexts. Figure 2 illustrates the comprehensive framework designed for studying and analyzing the relationship between GHRM and organizational performance.

Figure 2. Proposed comprehensive framework



Source: authors' own elaboration.

The proposed comprehensive framework suggests that the implementation of GHRM practices within an organization is influenced by several factors, including top management support, internal environmental orientation, proactive environmental strategy, green transformational leadership, and green innovation. Additionally, external pressures from stakeholders often drive organizations to adopt GHRM practices (Ren, Tang and Jackson, 2021; Wen et al., 2022). These GHRM practices, in turn, have a direct impact on various dimensions of organizational performance, including environmental, economic, social, corporate social responsibility, and green competitive advantage. Furthermore, GHRM's influence on organizational performance extends indirectly through various mediators, such as organizational citizenship behavior, employee eco-friendly behavior, environmentally specific servant leadership, green supply chain management, green corporate reputation, sustainable environment, and green innovation culture, among others (see Figure 2).

5. Geographical and sectoral variations in GHRM practices

The analysis of geographical and sectoral variations in GHRM practices reveals significant disparities in adoption and effectiveness across different contexts. Industries with higher environmental impacts, such as manufacturing, tend to implement more robust GHRM practices compared to those in service-oriented sectors (Peterson, 2004). Geographically, organizations in regions with stringent environmental regulations, such as the European Union, show more advanced GHRM practices than those in regions with less stringent regulations (Renwick, Redman and Maguire, 2013).

The variation in GHRM adoption can be attributed to factors such as regulatory pressure, stakeholder awareness, and the economic benefits of sustainable practices (Chiappetta Jabbour, Almada Santos and Seido Nagano, 2010). Moreover, sectors that are highly visible to consumers, like the retail industry, demonstrate quicker gains in organizational performance and employee engagement through GHRM initiatives. In contrast, industries less exposed to consumer scrutiny face greater implementation challenges and slower progress.

This sectoral and geographical analysis not only addresses the contextual limitations previously highlighted but also enriches our understanding of the heterogeneous implementation challenges of GHRM. It underscores the need for tailored GHRM strategies that consider specific environmental, regulatory, and market dynamics of each sector and region, thus providing valuable insights into the complex landscape of GHRM practices (Guerci, Longoni and Luzzini, 2016).

6. Implications in theories and practices

The findings of this research hold significant implications for both theoretical advancement and practical application. In terms of theory, this study contributes to the evolving field of GHRM by deepening our understanding of how GHRM practices are intricately linked to OP. It advances GHRM theory by revealing the direct and indirect relationships between specific GHRM aspects—such as green recruitment, training, performance management, compensation, and employee involvement—and various dimensions of OP. This theoretical enrichment provides a robust foundation for future research endeavors in this critical domain.

From a practical standpoint, organizations can derive valuable insights from this research. It offers a clear strategic roadmap for companies aiming to align their HRM practices with sustainability objectives. By strategically adopting GHRM practices, organizations can not only enhance their environmental performance but also bolster economic, social, and competitive performance. The study underscores the importance of integrating sustainability into HRM practices, enabling companies to cultivate a workforce that is not only aligned with sustainability goals but also capable of driving them forward. This integration can serve as a powerful means of gaining a competitive edge in markets where sustainability is highly prized. Moreover, organizations can utilize GHRM

practices to strengthen their CSR initiatives, demonstrating a commitment to ethical and sustainable business practices. Lastly, recognizing the link between GHRM and OP dimensions, companies can place a renewed focus on engaging employees in green initiatives, fostering a sense of purpose and pride that contributes to both organizational success and broader sustainability objectives. In essence, this research offers a roadmap for organizations to navigate the intricate landscape of GHRM, enhancing their performance across multiple dimensions and contributing to a more sustainable and responsible business environment.

7. Conclusion

This paper has shed light on the increasingly recognized and crucial relationship between GHRM and OP. As organizations worldwide grapple with the pressing demands of sustainability and environmental responsibility, understanding the nuanced connections between GHRM practices and OP becomes paramount. Our review of 53 scholarly papers has illuminated several vital insights. Notably, it has become evident that GHRM has a substantial and far-reaching impact on OP, both directly and indirectly. The five key GHRM aspects we examined—green recruitment and selection, green training and development, green performance management, green compensation and rewards, and green employee involvement—collectively contribute to the enhancement of various dimensions of OP. Among these dimensions, environmental performance emerges as a central and extensively studied area within the existing body of research. This underscores the critical role GHRM plays in shaping organizations' ecological footprints, contributing to CSR efforts, and fostering a competitive edge in green markets. Our endeavor does not conclude with this review. Instead, we propose a robust research agenda aimed at guiding future investigations in this field. By doing so, we hope to encourage scholars and practitioners to delve deeper into unexplored facets of GHRM and OP, seize untapped opportunities, and devise innovative strategies for sustainable organizational excellence. In an era where environmental concerns and sustainability goals have become integral to corporate strategy, GHRM stands as a pivotal instrument for organizations to not only meet these challenges but to thrive in a rapidly evolving landscape. This study reinforces the notion that a conscientious and strategic approach to integrating GHRM practices can not only enhance OP across various dimensions but also contribute to a more sustainable and responsible global business environment. Future research should also explore how varying organizational forms and governance structures (with attention therefore to cooperative and social enterprises) might influence the adoption and effectiveness of GHRM practices, potentially driving distinct economic, social, and environmental outcomes.

7.1 Future research agenda

While this study has provided valuable insights into the relationship between GHRM and OP, numerous avenues for future research emerge to deepen our understanding and address emerging challenges in this evolving field. First, future research can delve into the impact of culture on the effectiveness of GHRM practices. By conducting cross-cultural studies, we can explore how varying cultural attitudes towards environmental sustainability influence the outcomes of GHRM initiatives. Second, longitudinal research designs can be employed to assess the long-term effects of GHRM implementation. Investigating the sustainability and durability of GHRM-induced improvements in OP over time can provide valuable insights. Third, further investigation into mediating and moderating factors is essential. Factors like leadership styles, organizational culture, and industry-specific dynamics can significantly influence the relationship between GHRM practices and OP. Fourth, understanding employee perceptions and their role in shaping the impact of GHRM practices is crucial. Future studies can explore how employee attitudes and perceptions influence their commitment, motivation, and engagement in sustainability efforts. Fifth, SMEs represent a unique context for GHRM implementation. Future research can explore how GHRM practices can be tailored to the specific challenges and opportunities faced by smaller organizations. Sixth, investigating the impact of GHRM on various stakeholders is essential. Future studies can explore how GHRM influences customer relationships, investor perceptions, and the dynamics of supply chain partnerships, ultimately affecting overall organizational performance. Seventh, the integration of GHRM with green supply chain management practices is an area ripe for exploration. Research can examine how GHRM practices influence sustainability within supply chains and the subsequent effects on organizational performance. Eighth, future research can explore the role of GHRM in fostering sustainable innovation within organizations. Understanding how GHRM practices drive innovation and how this innovation, in turn, impacts competitive advantage and performance is of particular interest. Ninth, investigating the interplay between government regulations, policies, and GHRM adoption is crucial. Future research can assess how evolving regulatory landscapes influence the adoption and effectiveness of GHRM practices across different industries and regions. Finally, developing benchmarking frameworks and best practice guidelines for GHRM implementation is essential. Future studies can provide organizations with actionable insights by considering variations in industry, size, and geographical location.

7.2 Limitations of the study

While this paper strives to contribute to the emerging literature on GHRM and its impact on OP, several limitations must be acknowledged. First and foremost, the scope of the literature review, encompassing 53 selected scholarly papers, may not offer a truly exhaustive examination of the extensive research landscape in this rapidly evolving field. This limited scope potentially leaves

out relevant studies, which could impact the comprehensiveness of the findings. Additionally, the presence of publication bias is a notable concern, as studies with positive or statistically significant results may be more likely to be published, potentially skewing the overall impression of the relationship between GHRM and OP. Furthermore, the ability to generalize the findings should be approached with caution, as contextual variations, including industry-specific factors, organizational size, and cultural influences, may significantly affect the observed relationships. The absence of a deep exploration into temporal considerations and the potential for unexamined variables affecting causality also underscore the need for more in-depth research. This paper has not implications on segregation of the nations based on development status such as developed, developing or emerging and least developed countries. Moreover, the paper does not delve into the most recent developments and emerging trends in GHRM, possibly rendering it less responsive to the cutting-edge practices in sustainability. Finally, the complexity of indirect effects and potential bias in the reviewed studies should be taken into account when interpreting the findings, as should the need for a balanced discussion that addresses potential counterarguments or conflicting evidence. These limitations call for a nuanced and cautious interpretation of the study's findings and highlight avenues for further research in this vital area of sustainability oriented HRM.

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