



Exploring the Green Agenda in Human Resource Management and Organizational Performance: A Systematic Literature Review

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ABSTRACT

This study gives a detailed review of literature on green human resource management and its connection to organizational performance. The increasing environmental issues, and challenges concerning sustainability, have promoted the ecological concerns incorporated by organizations in the way they are managed, making human resource management a major contributor of ecologically responsible organizational behavior. Even though more and more scholars are interested in the area, current study on green HRM has been disjointed in terms of the conceptual definitions, theoretical backgrounds, and methods. This study will solve these shortcomings by presenting the systematic literature review that is controlled by the PRISMA 2020 in combination with bibliometric mapping via VOSviewer. A systematic search of the databases Scopus, Web of science and ScienceDirect found 315 records; it reached a final sample of 150 peer reviewed articles published between 2000 and 2025. The results indicate that the practices of green HRM are usually conceptualized with the practices of green recruitment, environmental training, sustainability oriented performance management, and employee eco engagement. The empirical data show that the practices lead to the improvement of environmental performance, employee engagement, and possible financial gains. The review also determines the prevailing theoretical views and methodological tendencies that inform the field. The research provides a clear framework of the future research by reorganizing scattered knowledge and revealing research gaps that could be used in the future to inform other organizations that need to integrate sustainability principles in the human resource management models.

Keywords: Employee Performance, Green Agenda, Human Resource Management, Intellectual Capital, Organizational Performance

JEL Classifications: D2, D4, M5, M21, L2

1. INTRODUCTION

The degradation of the environment, climate change and resource depletion have become the 21st century issues and governments, international organizations and businesses are seeking to redefine the conventional approaches to development and have turned to the concept of sustainability oriented approaches. International systems and policy programs are also bringing to the fore the necessity of ensuring that economic activities of organizations are oriented towards environmental preservation and social responsibility. The international organizations, like

the United Nations Environment Programme, point to the fact that the environmental sustainability should be incorporated into both the economy and corporations to facilitate the responsible management of resources and decrease the ecological burden on the natural systems (United Nations Environment Programme, 2021). On the same note, the International Labour Organization outlines the importance of sustainable work environments through which organizations can be more environmentally responsible and at the same time ensuring productive employment and decent work standards (International Labour Organization, 2018). The Society of Human Resource Management is another professional

community that acknowledges that sustainability is no longer an environmental technology but it is also demanding strategic involvement of human resource management functions that influence the attitude and behavior of the employees towards environmental responsibility (Society for Human Resource Management, 2022).

At this moving environment, there is an increasing realization among organizations the fact that environmental sustainability is impossible without engagement of employees, incorporation of ecological goals in organizational culture and managerial practices. Human resource management is hence important in the implementation of environmental strategies into organizational day-to-day behavior. The actions of traditional human resource such as recruitment, training, performance management, and employee engagement are being redesigned to account for the environmental factor step-by-step (Aboramadan, 2022; Akgün et al., 2026; Thi Hue, 2026). The result of this shift was the emergence of the concept of green human resource management that implies the organization of HR policies and practices in line with the requirements of organizational sustainability (Ali et al., 2024; Chen et al., 2022). The environmental orientation of recruitment strategies aims at attracting people that have environmental awareness and competencies that are related to sustainability. The training and development programs are also oriented towards developing environmental knowledge and promoting pro environmental behavior by the employees. The performance management systems are also being changed to have sustainability related indicators, employee involvement initiatives have been taken to participate in environmental programs like energy conservation, waste reduction and ecologically friendly workplace practices (Gupta and Jangra, 2024; Ismail et al., 2022).

Green human resource management is a manifestation of a larger shift in organizational thinking in which environmental responsibility is no longer being considered as a marginal organizational social responsibility program but as a strategic aspect of its long term competitiveness and organization sustainability. Companies in the market that are sensitive to the environment progressively acknowledge that sustainability programs have the potential to boost the reputation of the business, improve bonds with stakeholders, and enhance operational efficiency (Amjad et al., 2021; Raut et al., 2020). Incorporating environmental concerns in HRM practices thus enables organizations to internalize sustainability into organizational culture and tailoring the capabilities of the employees towards organizational environment concerns. Green HRM practices allow the organization to mobilize the workforce as a key catalyst of sustainable job performance by influencing its structure through the creation of employee competencies, motivations, and opportunities (Awwad Al-Shammari et al., 2022; Jimoh et al., 2025).

Green human resource management has gained considerable scholarly attention over the last 10 years both in the field of management and sustainability and the field of organizational behavior. Scholars have examined the impact of environmentally oriented HR practices on the attitudes of employees, their environmental commitment and pro environmental behavior in

organizations (Jiang et al., 2012; Rana et al., 2024). There is also empirical data that green HRM practices can lead to the greater organizational outcomes such as environmental performance, operation efficiency, innovation capability, and competitive advantage (Jimoh, 2025). Regardless of this developing literature, the conceptual and empirical space of green HRM research is still disjointed. Scholars use various definitions and conceptualizations of the concept, and in many cases, they pay more attention to various aspects of the concept, like green recruitment, environmental training, employee environmental commitment, or sustainable organizational culture. Consequently, there exists little agreement on the underlying dimensions of green HRM and how these practices affect the performance of organizations.

Theoretical underpinnings that explain how green HRM can relate to organization performance also manifests themselves through fragmentation in the literature. Diverse theoretical views have been used such as resource based view, stakeholder theory, the ability motivation opportunity and institutional theory. According to resource based view, organizations can attain the sustained competitive advantage through building the distinct and valuable human capital capability that may be hard to duplicate by the competitors (Barney, 1991). In the framework of sustainability this view points to the possibility of environmentally oriented HR practices to develop green human capital and organizational capability that will improve the long term competitiveness. The stakeholder theory underlines the necessity of addressing the needs of various stakeholders such as regulators, customers, communities, and investors who grow more and more insistent on responsible environmental practices of organizations (Amjad et al., 2021; Song et al., 2021). The framework of ability motivation opportunity elaborates further by explaining that the HR practices affect the behavior of the employees by helping in the development of skills, motivation, and chances to partake in the organizational initiatives (Rana et al., 2024). The institutional theory is also applicable in terms of how regulatory forces, industry norms, and social demands can affect the introduction of environmentally friendly practices in organizations (Dunmade et al., 2023). Although all these approaches could be useful to some extent, they can be used separately without being integrated systematically to minimize the development of a coherent theoretical framework on how green HRM would help organizations perform well.

There are also methodological limitations that define the existing body of research regarding green human resource management. A large number of empirical investigations are based on cross sectional survey designs that obtain employee perceptions at a given point of time. Even though these methods give a lot of insight in attitudes and behavioral intention, they usually restrict the capacity to determine causal relation between HR practices and the results of organizational performance. Besides, the spatial spread of research is still not even. A significant percentage of the research is being done in the emerging economies of Asia such as China, Pakistan, and Malaysia which is a sign that there is an increasing interest in sustainability in the context of the fast-industrializing economy (Jimoh et al., 2023). Although these studies are important, they hamper generalizability of research findings across institutional and cultural settings because most

of them are concentrated in small geographical regions. The studies carried on various industries and in different countries are relatively small which underscores the necessity of a wider comparative and multi level study.

The other difficulty in the green HRM literature is associated with measurement of performance outcomes in the organization. The available literature uses a broad set of performance metrics such as financial performance, environmental performance, operational efficiency, and employee related ones such as engagement and job performance. Lack of standardized performance measures puts it hard to compare the results of the different studies and to make generalizations on the effectiveness of the green HRM practices. In certain studies, the environmental performance measures include waste, energy use, and emissions reduction, whereas others are based on the organizational ability to innovate or competitive advantage (Jabbour, 2011; Tran, 2023). Despite the fact that, all these views show that the performance of organizations is multidimensional, the complexity of concepts cannot be integrated leading to the disjointed nature of the literature.

With such conceptual discrepancies and research methodology constraints, there is evident necessity of a logical synthesis of the available studies that will evaluate the contribution of green human resource management to the performance and sustainability results of organizations in a systematic manner. Systematic reviews of the literature can give a strict method of integrating dispersed knowledge, determining the prevailing research trends and shedding light on the areas, which need to be explored. Systematic reviews facilitate researchers to assess the scope and depth of the current body of knowledge and reduce the potential bias in the choice and interpretation of the studies (Akgün et al., 2026).

The current research meets this requirement; by providing a systematic review of literature analyzing the relationship between green human resource management and the performance of an organization. The review is conducted in line with a systematic review protocol that is supported with PRISMA procedures to enhance transparency and methodological rigor in the process of identifications and selection of studies of relevance. A total of three hundred and fifteen records found in academic databases were first identified as a result of the systematic search process. Two hundred and eighty studies were screened after the elimination of the duplicates and the screening criteria, leading to the determination of one hundred and seventy five articles which were analyzed in terms of their eligibility. After additional screening one hundred and fifty studies were included in the final analysis after passing the inclusion criteria. Besides systematic review process bibliometric mapping methods with VOSviewer were also used to examine the intellectual space of the domain and determine major theme clusters represented in the literature. The visualization indicates that the main themes were sustainability, pro environmental behavior, green knowledge sharing, green creativity, employee environmental commitment and organizational performance, which shows how the research focus is shifting in the sphere.

The research will have a number of significant implications on the literature. Theoretically, it brings together the conceptual gaps

in the existing fragmented conceptualizations of green HRM and integrates the different theoretical perspectives that have been used in explaining the linkage between environmentally oriented HR practices and organizational performance. Methodologically the study can make a contribution as it integrates a PRISMA based systematic review methodology with bibliometric mapping methods that display the intellectual structure and thematic development of the discipline. Practically, the findings would be of great assistance to managers and policy makers who would wish to incorporate the concept of sustainability in their human resource approaches. The review can help in developing HR policies that can enable the organization to balance environmental responsibility with its competitiveness in the market and long term sustainability by shedding light on working green HRM practices and how they may influence organizational performance.

1.1. Objectives

- To examine the conceptualization of the green agenda in HRM
- To analyze the relationship between green HRM practices and organizational performance
- To assess theoretical frameworks underpinning green HRM research
- To identify research gaps and propose directions for future research.

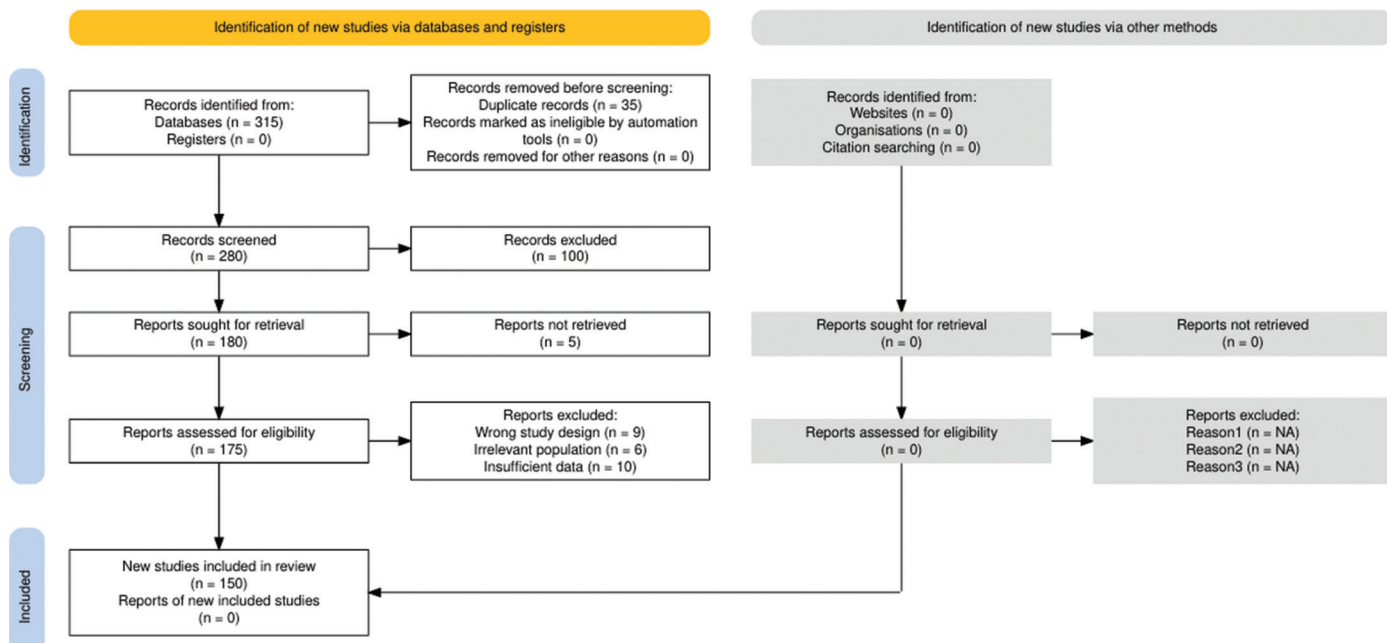
2. METHODOLOGY

The literature review was structured by starting with the search of databases as illustrated in the Figure 1 below, which provided 315 records. Having eliminated 35 duplicates, 280 records were screened at the first stage, 100 articles were excluded because of their title and abstract screening. A total of 180 reports were requested to be retrieved, 5 of which were not obtainable. Among the 175 that were evaluated in their eligibility, the studies were dismissed as inappropriate in design, irrelevant populations, or lack of adequate data, and they amounted to 25. Finally, 150 papers were included which served as the basis of the review. This is a systematic procedure that guarantees methodological rigour and transparency, which improves the validity of a further analysis.

The methodological approach used in this research is systematic and transparent review approach which aims at synthesizing the available research on green human resource management and its association with organizational performance. The review protocol was created based on the guidelines that are suggested in the PRISMA 2020 to guarantee the methodological rigor and replicability. This model has been well-known to enhance transparency and uniformity of systematic reviews and offer systematic literature identification, screening, eligibility, and ultimate study inclusion procedures (Haddaway et al., 2022). By following these principles, the review can reduce the bias in selecting the articles and provide the analysis of the highest quality and the most pertinent contributions to the field.

The search strategy was systematic and thus the databases that were targeted are the major databases containing much literature in the field of management, sustainability and organizational studies that are peer reviewed. In particular, Scopus, Web of Science, and

Figure 1: PRISMA model



Source: Output from the PRISMA flow

ScienceDirect were used as the search engines. These databases have been chosen due to their extensive indexing of high impact journals and to the fact that they are regularly used in systematic reviews as part of management and sustainability research. The search was conducted with publications published between 2000 and 2025 because it was found that this is the time frame when research on environmental management and sustainable human resource practices started catching the scholarly interest and started forming a separate research stream. The articles were only included in the search when published in the English language and peer reviewed journals to ensure that the quality, consistency, and availability of the literature included in the review were taken into account.

Literature identification adhered to a multi stage process which is in line with PRISMA protocol. To begin with, the search query was implemented in the identified databases, and a total of three hundred and fifteen records were obtained. At this point, redundant records were eliminated so that a single study was included in the dataset only once. The elimination exercise eliminated thirty five duplicate records, which were not to be analyzed any more. After doing this, two hundred and eighty articles were left and underwent the screening stage. In this phase, titles and abstracts were reviewed in order to identify their relevance to the topic of research. Those articles that were not about green human resource management or dealt with the performance results of organizations were eliminated. The outcome of this screening process was the elimination of a hundred records that failed to satisfy the initial relevancy requirement.

The rest of the articles were then subjected to a full text eligibility test so that they could be identified to have met the predefined inclusion criteria. One hundred and eighty reports were requested to be retrieved, and five of them could not be found in institutional databases, and thus were ruled out. The rest of the one hundred

and seventy five articles were evaluated individually to ascertain their applicability in the study objectives. At this point more exclusion criteria were used. Research was eliminated when it dealt with irrelevant populations, they dealt with environmental compliance without researching on HRM practices, or when it did not have adequate empirical or conceptual data useful to the research objectives. Such an assessment saw the elimination of twenty five articles based on factors like improper study focus, irrelevance of population settings or adequate information on the study methodology. Finally, a total of one hundred and fifty studies were able to meet all the eligibility criteria and were subjected to a final systematic analysis.

In order to increase the integrity of the screening process, a dual reviewer approach has been incorporated in the review. The titles, abstract and full text articles were subjected to evaluation by two independent reviewers to ascertain eligibility. This will minimize the chances of subjective bias and enhances the quality of systematic reviews. Reviewers were able to disagree, and resolved any disagreements by discussing and arriving at a consensus based evaluation. The measure of inter rater reliability was done using Cohen Kappa which is used to measure the degree of agreement among the independent reviewers which is not by chance. The coefficient of the resulting agreement had demonstrated that there was a high degree of agreement among the reviewers, which proved the consistency of the screening and selection process.

The search strategy employed in this investigation was aimed at reflecting the wide conceptual area of green human resource management and how they connect with the performance of the organization. Relevant keywords and synonyms that have been used in past studies were combined using the Boolean search operators. The search phrase contained both variations of green HRM terms and performance related results so as to cover all

as green creativity, pro-environmental behavior, and competitive advantage indicates the development of a new discourse of focusing on environmental innovation in the context of the organization. These concepts are applied in the form of peripheral clusters, such as the hospitality sector and country-specific studies.

3.1. Conceptualization of the Green Agenda in HRM

The systematic review of the chosen literature shows that the green human resource management research has developed significantly during the last 20 years, but the conceptual and empirical regularity is not evenly distributed among the research. The review of the one hundred and fifty articles comprising the analysis reveals the presence of a number of common themes that frame the discussion in scholarly domain of environmentally oriented human resource practices and the inferences that these practices imply to organizational outcomes. The themes are connected with the idea of conceptualization of green human resource management, linkage between green HRM practices and performance of the organization, theoretical background of the empirical research and the type of methodological patterns, which define the existing range of the research.

The definition of the green human resource management has been slow in coming up as researchers seek to incorporate environmental sustainability in the conventional human resource management systems. Green HRM was mainly characterized early on as the inclusion of environmental management concepts in HR policies and practices that focused the significance of HR systems in enhancing environmentally friendly conduct of employees. Other researchers later extended this view to emphasize the strategic value of aligning the HR practices with the organizational sustainability objectives and environmental performance outcomes. Nevertheless, definitions are still spread and focus on various aspects of HRM systems, which has resulted in the use of different aspects to operationalize green HRM among empirical studies. The literature has consistently come up with various fundamental dimensions that determine the main processes in which the green HRM practices are executed in organizations.

The former dimension is on environmental oriented practices of recruitment and selection aimed at attracting people who are environmentally conscious or who have environmental awareness, sustainability related competencies and pro environmental values. Organizations are adding environmental responsibility to job descriptions, and recruitment messages to indicate their dedication to sustainability and seek candidates who like environmentally responsible organizational cultures. The second dimension is associated with green training and development that develops employee capabilities in the management of the environment, conservation of resources and sustainable operation practices. Environmental awareness and ecological responsibility training programs assist the employees in discovering the environmental ramifications of organizational operations and makes them adopt environmentally friendly work behaviours. The third dimension is the green performance management systems which encompass the incorporation of environmental indicators in the performance evaluation and reward systems. These systems motivate employees to meet sustainability related targets through connecting

environmental performance with appraisal, recognition, and incentive systems. The last dimension is that of employee eco engagement, which relates to how keen employees are on taking active part in environmental activities, how they contribute new ideas in terms of how the company can improve sustainability and how they are engaged in the company by being determined to adhere to environmental values at the workplace.

The integration of the literature reviewed shows that despite the evident consistency in the appearance of these dimensions throughout the literature, the operationalization of the green HRM practices is not consistent. Green HRM is conceptualized as a multidimensional construct and includes all the HR practices in which the environmental management is considered, and other authors are specific in their considerations, such as training or employee environmental behavior. This conceptual fragmentation renders the cross-study comparability of the findings challenging and indicates that it is time to have a more standardized framework to conduct measurements of environmentally oriented HR practices. Table 1 highlights the conceptual dimensions that were predominant in the studies reviewed.

3.2. Relationship between Green HRM Practices and Organizational Performance

The linkage between green human resource management and the organizational performance is the focus of the reviewed literature. The majority of empirical studies have found that there is a positive relationship between environmentally oriented HR practices and the different dimensions of organizational performance. These findings can broadly be grouped into three categories such as financial performance, environmental performance and employee related outcomes. Research that has been carried on financial performance gives an indication that organizations that have adopted an extensive green HRM systems can enjoy better operational performance, reduction of cost through resource

Table 1: Core dimensions of green human resource management identified in the literature

Dimension	Description	Representative focus in studies
Green recruitment and selection	Incorporation of environmental values and sustainability competencies into hiring processes	Environmentally conscious job descriptions, sustainability oriented candidate selection
Green training and development	Training programs aimed at developing environmental awareness and sustainability skills	Environmental education, resource conservation practices
Green performance management	Integration of environmental indicators into performance appraisal and reward systems	Environmental performance metrics, sustainability incentives
Employee eco engagement	Employee participation in environmental initiatives and pro environmental behavior	Green teams, sustainability innovation, environmental commitment

Source: Author’s own creation

saving, as well as better corporate image that improves competitive advantage. There is also a tendency to report environmental performance outcomes, and evidence has shown that green HRM practices are likely to promote behaviors that lead to waste minimization, energy conservation as well as better environmental management practices in organizations. Another significant area of performance literature studied is employee related outcomes. The findings of the research consistently show that HR practices with an environmental focus are capable of boosting the engagement of the employees, job satisfaction, and pro environmental behavior that leads to organizational sustainability goals.

Although the overall picture of positive findings is presented in the reviewed studies, the level of empirical evidence differs according to the research design and other context-related factors. Numerous researches are based on cross sectional survey data gathered among employees or managers in individual organizations or sectors. Although these studies will help in offering valuable information about employee perceptions and perception behavioural outcomes, they tend to form the limitation of making any causal relationship between green HRM practices and organizational performance. Long term effects of environmentally oriented HR systems are also relatively understudied with a longitudinal approach. Besides this, geographic concentration in certain areas like East Asia, South Asia, and the Middle East limits the generalizability of results in other areas of institutional settings. Table 2 qualifies the main organizational performance related with the green HRM practices that were found in the literature reviewed.

3.4. Theoretical Frameworks Underpinning Green HRM Research

The theoretical bases of green human resources management research are equipped and varied with respect to the interdisciplinary nature of the field. The most common perspectives that have been used include resource-based view that focuses on the strategic value of human capital in developing sustainable competitive advantage. In this context the eco-friendly HR practices are considered as the means of building green human resources capability that fosters organizational competencies in sustainability and innovativeness. The stakeholder theory is also evident in the literature and emphasizes the need to address the demands of the stakeholders who are increasingly demanding an environmentally responsible organizational behavior. This school of thought implies that the organizations embrace green HRM systems to

Table 2: Organizational outcomes associated with green human resource management

Performance dimension	Key outcomes identified in studies	Illustrative organizational impacts
Financial performance	Cost efficiency, competitive advantage, profitability	Reduced operational costs through resource conservation
Environmental performance	Waste reduction, energy efficiency, sustainable operations	Improved environmental management systems
Employee performance	Engagement, productivity, pro environmental behavior	Increased environmental commitment and workplace innovation

Source: Author’s own creation

increase legitimacy and ensure good relationships with regulators, communities and customers.

The other theoretical perspective that is common in the literature is the ability motivation opportunity theory according to which the motivation of employees is explained by organizational practices that lead to development of their skills, motivation, and opportunities to engage in organizational initiatives. In the frame of green HRM this framework can be used to demonstrate how the HR practices can be used to help the employees to engage in the environmental activities by developing the competencies, motivating employees through incentives and giving them a chance to participate in the activities that will contribute to the sustainability. The institutional theory is also important in elucidating the phenomenon of adoption of environmentally oriented HR practices. This view holds that organizations are reacting to regulatory, industry and social demands by integrating sustainability practices into their management systems. Although all these theoretical insights make some contribution to the concept of green HRM, literature seldom incorporates them in analyses at a comprehensive level. The leading theoretical points of view across the studied papers are summarized in Table 3.

4. RESEARCH GAPS AND PROPOSED DIRECTIONS FOR FUTURE RESEARCH

Methodological peculiarities of the reviewed literature reflect some significant tendencies. The prevalence of quantitative research is in the field and the majority of the studies use structured surveys to gather the information about the employees, managers, or HR professionals. Such surveys are usually used to determine the perceptions of green HRM practices, attitudes of employees toward environmental sustainability, and other performance indicators in an organization. The most common statistical analysis techniques are regression analysis and structural equation modeling, which can be used to test how two variables are related to one another. Though these methods present good information about the relationships between green HRM practices and organizational outcome, it echoes some methodology constraints as well.

Table 3: Dominant theoretical perspectives in green HRM research

Theory	Core assumption	Application in green HRM studies
Resource based view	Competitive advantage derives from valuable organizational resources	Development of green human capital and sustainability capabilities
Stakeholder theory	Organizations respond to expectations of multiple stakeholders	Adoption of environmentally responsible HR practices
Ability motivation opportunity framework	Employee behavior influenced by skills, motivation, and opportunity	HR practices encourage pro environmental employee behavior
Institutional theory	Organizational practices shaped by regulatory and social pressures	Adoption of green practices due to environmental regulations and norms

Source: Author own creation

Physical literature on the study of the application of green HRM in organizational settings has not been widespread. Research which focuses on exploring how environmental HR practices are practised and felt in organizations using case studies and interview-based research would further help in understanding the mechanisms by which sustainability initiatives can impact employee behaviour and organisational performance. The other interesting trend is in regards to the geographic concentration of research. Most of the studies are carried out in Asian economies, which signifies a high level of emphasis on the policies related to sustainability and the quick pace of industrial development in the region. Nevertheless, the small sample of the conducting research in other parts highlights that more comparative research is necessary to learn how the factors of institutional and cultural impacts contribute to the implementation of environmentally oriented HR practices.

The analytical methods applied in the literature are more directed towards the determination of associations between green HRM practices and organizational outcomes as opposed to the dynamics of multi-level processes in organizations. Very little research includes the use of multi-level models that can include individual, organization, and institutional interactions. Also, a large number of empirical studies are based on the cross sectional designs that do not allow to establish causal relationships or to observe long term impacts on the organization. Empirical findings are also prone to bias given the use of small sample sizes and self-reported data. The methodological characteristics found in the reviewed literature are summarized in Table 4.

The critical review of the education indicates that studies on green human resource management have evolved to be a considerable field of research in the study of sustainability and organizational management. The results indicate that there is an increased academic awareness of the part played by human resource practices in promoting organizational sustainability and environmental performance. Meanwhile, the field is still being informed by conceptual inconsistencies, fragmentation of theory and methodological constraints. These problems will require the attention to take a step forward in developing the knowledge of the impact of environmentally oriented HR practices on the organizational performance and building more solid theoretical and empirical models that could be used to serve the purpose of conducting future research in the developing field.

Table 4: Methodological characteristics of green hrm research

Methodological aspect	Dominant pattern in literature	Key limitation
Research approach	Predominantly quantitative	Limited qualitative insights
Data collection	Survey based questionnaires	Self report bias
Analytical methods	Regression analysis, structural equation modeling	Limited multi level analysis
Geographic focus	Strong concentration in Asian countries	Limited cross regional comparison
Study design	Mostly cross sectional	Limited longitudinal evidence

Source: Author own creation

5. CONTRIBUTIONS OF THE STUDY

5.1. Theoretical Contributions

The major theoretical contribution that can be made by this review is to pool the various theoretical conceptualization of green human resource management that have developed in the literature. Most past research has applied diverse definitions to explain environmentally oriented HR practices, most of the time with an individual element, e.g., training, recruitment, or environmental behavior of employees. This intellectual heterogeneity has restricted the capacity of researchers to accumulate cumulative knowledge and compare the results of the empirical studies. The systematic review undertaken in this study reveals some of the dimensions that keep on reoccurring which together outline the framework of green HRM systems in organizations. Such dimensions encompass environmental oriented recruitment and selection processes that help recruit employees with environmental related competencies and training and development, which considers environmental knowledge and awareness, performance management programs which incorporate environmental goals in the evaluation programs, and staff engagement systems that seek to build participation of the staff in environmental programs and promote environmental behavior. By bringing together these aspects in a consistent set of conceptual frameworks, the review also helps define what and where green human resource management can be as an independent area of organizational and sustainability studies.

Another contribution to the theoretical knowledge by the review is that it integrates the various theoretical frames applied to explain the relationship between the green HRM practices and organizational performance. The discussion indicates that there are a number of powerful theoretical perspectives that have influenced study on this subject, such as the Resource-Based View, Stakeholder Theory, Ability, Motivation, Opportunity Framework and the Institutional Theory. All these views add their own contribution to the process by which environmentally oriented HR practices affect outcomes in an organization. Resource based perspective underlines the importance of human capital in creating a sustainable competitive advantage, implying that it is possible to create special capacities in terms of environmental management in organizations by investing in employees green skills and green knowledge. Stakeholder oriented perspectives demonstrate the need to ensure that organizational practices are in line with the expectations of regulators, communities, customers and investors which are increasingly putting pressure on organizations to act in an environmentally responsible manner. The ability-motivation-opportunity model is one of the behavioral frameworks that can be used to explain the role played by HR practices in shaping employee behavior through development of competencies, motivation, and the opportunity to participate in sustainability activities. Institutional approaches also attach the explanation of how pressures of regulation and social norms, standards in the industry foster the organizational pursuit of environmentally responsible HR practices to stay legitimate and adhere to environmental demands.

Despite the fact that these theoretical approaches can be used to offer valuable explanations, the analysis shows that they are

usually used alone and not in coherent frameworks that are capable of explaining the intricate relationship between HR practices, employee behavior, and organizational outcomes. The current review hence adds to the literature by harmonising these theoretical views and showing how they all combine to explain the avenues or the way through which green HRM practices affect the performance of an organisation. Specifically, the results lead to the significance of mediation through employee environmental commitment, green creativity, and pro environmental workplace behavior, which can translate HR policies into a concrete organizational outcome. The performance of green HRM practices is also moderated by factors such as organizational culture, leadership support, and pressures of the institution. The identification of these mechanisms leaves a more refined perspective of the functionality of environmentally oriented HR systems in the organizations and their role in the environmental and economic performance of the organizations.

In addition to theoretical implications, the study has significant methodological contributions like mapping the intellectual structure of the research on green human resource management. The bibliometric mapping procedures with VOSviewer are used to identify a number of thematic groups, which can be taken as representative directions of study in the sphere. These clusters consist of the studies that are dedicated to sustainability and environmental performance, employee environmental behaviour and engagement, knowledge sharing and green innovation, and to organizational learning and leadership in the context of sustainability. The networks of key words co occurrence visualization demonstrate centrality of green HRM in the large research space between environmental management, organizational behavior, and the sustainability strategy. Demonstrating these thematic clusters, the bibliometric analysis will give a better idea about the way the field has been developing and what topics of research have been given the most scholarly focus.

5.2. Methodological Contributions

Meanwhile, the synthesis of methodologies demonstrates that there are some limitations, which keep on impacting the evolution of the green HRM research. The preponderance of quantitative survey based studies implies that a lot of the available literature is based on cross sectional information gathered by employees or managers. Although these studies are very insightful in terms of perceptions and behavioural outcomes, they are most times not in a position to capture dynamic processes in an organisation or provide causal relationships between HR practices and performance outcomes. The geographic concentration of the research also indicates that the majority of the research is concentrated in the territories, specifically, the emerging economies in Asia. Though these settings provide useful information on sustainability practices in the fast growing market contexts, the narrowness of the geographical focus of the studies limits generalization of research results in different institutional settings. Moreover, a limited number of the studies utilize qualitative research, mixed techniques or multi level analysis models to study the relations between individual behavior and organizational systems and its institutional setting. These patterns in the methodology create a list of understudied research designs and methods of analysis that could greatly add to the depth and soundness of future research by illuminating the present review.

5.3. Practical Contributions

The results of this review also yield some practical suggestions to the organizational leaders, human resource experts, and policymakers that want to promote the sustainability efforts in organizational settings. To the human resource managers, the conclusions made at the end of the synthesis of the literature have reinforced the need to incorporate the environmental goals into its core HR practices instead of viewing sustainability initiatives as stand alone programmes. The recruitment strategies can be developed to appeal to the candidates who show their awareness of the environmental issues and adherence to the principles of sustainability. Employees can be trained and developed to acquire the knowledge and skills to adopt work practices that are environmental friendly. Sustainability indicators included by the performance management systems can serve to make the employees active participants in achieving the environmental objectives, whereas employee engagement initiatives can instill a sense of environmental responsibility across the organization. By such mechanisms, the HR managers can be very instrumental in ensuring that sustainability values are incorporated in the organizational culture and that the behavior of employees is aligned with the environmental goals.

To the top managers and decision makers of organizations, the review indicates the strategic importance of having human resource practices connected with overall sustainability strategies. Technological innovation or saving on operations, are frequently used as means of environmental initiatives but the outcomes always rely on the behavior and commitment of employees. Green HRM practices can thus be integrated into the corporate sustainability strategies so as to enhance the balance between the environmental goals and organizational capabilities. Those organizations which are able to implement sustainability in HR systems can also be regarded as able to improve its image among stakeholders, strengthen ties with regulators and communities, and be more competitive in markets that are becoming increasingly environmental-conscious.

Policymakers are also important in influencing the institutional climate within which organizations implement environmentally responsible HR practices. The regulatory frameworks, environmental policies, and government policies can be used to persuade organizations to integrate sustainability principles in the management systems and practices at the workplace. Policymakers can create an environment that facilitates the implementation of the green HRM practices in industries by promoting environmental awareness, giving incentives to business owners to embrace sustainable business practices and having clear environmental regulations. Other policy measures here can also motivate organizations to invest in both staff training and competencies related to sustainability that help to advance more widespread goals on environmental and societal levels.

5.3. Limitations and Directions for Future Studies

The methodical literature review also indicates that there is a number of potential avenues of future research that can enhance the knowledge base on the subject of green human resource management and its effects on organizational performance. The development of multi level analytical frameworks that investigate

how the behaviors of individual level employees, organizational level HR systems, and other institutional contexts interact will be one important avenue. The largest body of the current research deals mainly with single level relations where researchers tend to investigate employee perceptions of HR practices in the absence of the influence of the organizational structures or institutional pressures on the relations. Multi level research designs would be able to yield more information on how sustainability initiatives develop, change and change outcome in complex organizations.

The other important direction that should be taken in future research is the incorporation of longitudinal and experimental research designs. Cross sectional survey studies predominantly determine the inability of evaluating the impact of green HRM practices on performance of an organization over time. Longitudinal studies which follow organizational through time would offer a better evidence on the causal links between HR practices, employee behaviour and sustainability outcomes. Also, experimental and quasi experimental research design can provide useful insights into the impacts that certain HR interventions have on work behavior and environmental attitude. There is also such an opportunity as cross country comparative research in terms of the field development. The geographical clustering of available research in specific areas implies that such effects as institutional, cultural, and regulatory diversities are not sufficiently examined. Comparative research of organizations in various national settings can be used to determine the influence of environmental policies, cultural practices and pressures on the implementation and success of green HRM practices.

The new research opportunities can also be found in the evaluation of integrating digital technologies and artificial intelligence into a sustainable human resource management system due to the emerging technological changes. The development of digital HR systems, environmental monitoring systems and data analytics can help organizations better monitor environmental performance and structure HR practices to benefit sustainability goals. Digitization of HR systems has the potential to change the practice of green HRM implementation and assessment in the future.

Lastly, future studies ought to increase the variety of behavioral outcomes of employees considered as the effects of green HRM practices. Although the existing literature typically gives more consideration on the environmental performance and financial performance, little attention has been given to the impact of the environmentally oriented HR practices on the overall behavioral and psychological performance such as organizational commitment, green creativity, ethical decision making, and innovation at the workplace. A further discussion of such results would help to develop a more detailed picture of the impact of sustainability oriented HR practices on organizational culture and employee engagement.

The discussion demonstrates that green human resource management is a very important mechanism that can enable organizations to achieve a practical translation of the environmental strategies to the workplace behavior and sustainable organizational outcomes. The study will help to move the understanding of

this field forward by integrating conceptual, theoretical, and methodological knowledge gaps to create an answer to the shortcomings in the existing knowledge and present a backbone to other studies that will further incorporate sustainability concepts in human resource management research.

6. CONCLUSION

The increasing demand of environmental sustainability has altered the priorities of organizations of all sorts making it more appropriate to implement ecological concerns in the companies managerial practices and their organizational policies. In this dynamic environment, human resource management has become a vital tool that can help organizations to convert sustainability pledges into daily organizational practices. The current research aimed to systematically review the existing research on green human resource management and its connection with organizational performance to unify the current scattered information, recognize the existing theoretical and methodological trends, and suggest the future research directions. The systematic review of one hundred and fifty studies on the theme of study conducted between the years 2000 and 2025 by the use of bibliometric mapping techniques provided a thorough synthesis of the prevailing research on the subject of green agenda in human resource management.

The results reveal that green human resource management has evolved to be an important field of academic research that bridges research on sustainability, organizational behavior, and strategic management. It is found in the review that green HRM has been typically conceptualized in terms of a number of fundamental dimensions, such as green recruitment and selection, green training and development, performance management structures that include environmental standards and mechanisms that promote employee participation in environmental activities. All these practices can help organizations to synchronize the capabilities, motivation, and opportunity of employees with the larger sustainability goals. Nevertheless, the analysis also shows that there are always gaps in the literature in terms of conceptual inconsistency with various studies focusing on different elements of green HRM and measurement methods.

The compilation of empirical results shows that green HRM practices in most cases are positively linked to organizational performance such as environmental performance, employee engagement and occasionally, financial and competitive performance. These results usually take place via behavioral and organizational processes namely environmental commitment by employees, knowledge sharing and green creativity. However, the quality of the empirical evidence is a factor of the methodological challenges, especially the predominance of cross-sectional survey designs and the bias to the geographic areas.

The paper also illustrates that there are a number of theoretical approaches that have been applied to explain the linkage between green HRM and organizational performance, and these are the Resource-Based View, Stakeholder Theory, Ability -Motivation -Opportunity Framework and the Institutional Theory. Although these views have been used in a very insightful way, they have mostly been implemented in isolation as opposed

to combination in broad frameworks that can implement comprehensive interrelationships between HR systems, employee conduct and sustainability effects.

The paper highlights the strategic value of green human resource management as a source of linking the green agenda in environmental sustainability with organizational performance. The review will help to promote the more coherent understanding of the role of environmentally oriented HR practices as a contributor to the sustainable organizational development through synthesising conceptual definitions, theoretical perspectives, and methodological trends. Another implication of the findings is that more varied methodological strategies, more geographic diversity, and more thorough theoretical inclusion should be implemented in future studies. With organizations persisting to face the issue of environmental challenges and level of sustainability, proper incorporation of environmental concepts in human resource management will be critical in the long term resilience and responsible business operations of organizations.

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