

# A Comprehensive Review of Green Human Resource Management and Future Research Avenues

Dr. Shah Ridwan Chowdhury<sup>1</sup>

*Received on 18<sup>th</sup> Sep 2023, Accepted on 6<sup>th</sup> Dec 2023, Published on 31<sup>st</sup> Dec 2023*

**Abstract:** *There is emergent literature that shows the impacts that green human resource management (GHRM) has on individual outcomes, organizational outcomes, GHRM challenges, as well as drivers; but there is a scarcity of research avenues proposed to direct potential researchers in the GHRM field. For addressing this void in the literature, a literature review by following a systematic approach has been conducted of 87 papers on GHRM. The literature trends have been observed as examining the direct and indirect interrelationship between GHRM and performance through five GHRM aspects including green recruitment and selection, green training and development, green compensation and rewards, green employee involvement, and green performance management. Organizational performance dimensions include environmental, economic, social performance, corporate social responsibility (CSR) and green competitive advantage. Individual performance dimensions include green behavior, green creativity, and green innovation. This review has revealed seven thematic research gaps that should be focused on future GHRM research to make the field flourish and more mature. The originality of the paper lies in its unique nature of offering future research avenues.*

**Keywords:** *GHRM, Performance, Environmental, Economic, Social, CSR, GCA*

## 1. Introduction

In this era of sustainable development, Green Human Resource Management (GHRM) has been considered a crucial tool of strategic human resource management that can secure a sustainable competitive advantage by capitalizing most important internal resource of the organizations which is human resources (Renwick et al., 2013; Islam et al., 2022; Ribeiro et al., 2022; Chowdhury et al., 2023). Integrating green with corporate strategy has become a necessary obligation for organizations to effectively address the detrimental effects of their business operations (Chaudhary, 2020; Chreif and Farmanesh, 2022), as highlighted in recent researches of Ren et al. (2021); Chreif and Farmanesh (2022) & Chowdhury et al. (2023). Apart from attaining a societal license to drive, contemporary companies have been confronted with huge stakeholders' pressure to adopt a further proactively responsible method for addressing ecological sustainability and assuming responsibility for their environmental consequences. (Chowdhury et al., 2023; Jerónimo et al., 2020; Ren et al., 2022; Wen et al., 2022). This development is motivated by the need to secure the same level of needs and aspirations for future generations (Chowdhury et al., 2023; Zafar et al., 2023; Zhu et al., 2022; Yasin et al., 2023). Consequently, corporate entities are required to transcend the standard compliance measures and adopt a more proactive approach to achieve environmental sustainability (Shafaei et al., 2020; Zhu et al., 2021; Chreif

---

<sup>1</sup> Associate Professor, Department of Management, University of Dhaka.

and Farmanesh, 2022) while simultaneously striving for attaining a strategic advantage (Zafar et al., 2023). Numerous organizations are compelled for adopting environmental management (EM) systems or green management practices that aim to mitigate the negative impacts of their daily operations on the environment. The adoption of such measures has been driven by the potential to realize various advantages, such as reduced costs, improved revenue from sustainability-oriented strategies, and enhanced ecological outcomes (Fawehinmi et al., 2020; Chreif and Farmanesh, 2022). These measures may include reducing carbon emissions and proper recycling of materials, among others. According to various research studies, the effective implementation of EM system necessitates targeted human resource management (HRM) practices across every stage, ranging from environmental policy formulation to outcome analysis. Specifically, HRM practices, including hiring, developing, motivating, and maintaining have been identified as critical pillars for the success of an EM system. These assertions have been supported by various researchers, including Daily and Huang (2001), Aggarwal and Agarwala (2023), and Jabbour et al. (2010). The contemporary business landscape has led to the emergence of an imperative need for enterprises to incorporate EM into their HRM operations. This requirement was underscored by a set of researchers, including Longoni et al. (2018), Tuan (2022), Al-Swidi et al. (2021) Aboramadan et al. (2022), Islam et al. (2021), Jabbour and Jabbour (2016), and Aftab et al. (2023). HRM enables EM by means of its distinct functional dimensions, specifically comprising staffing, training and development, performance appraisal, and compensation and rewards. Likewise, competitive dimensions such as organizational culture, team articulation, and organizational learning have been identified as further means of ensuring successful EM, as detailed in the studies by Jabbour et al. (2010) and Chowdhury et al. (2022). This has emerged as a distinct field of research, commonly known as green HRM, as evidenced by an emergent body of literature (Renwick et al., 2013; Jackson et al., 2011; Jabbour and Jabbour, 2016; Ahmad et al., 2022; Bhatti et al., 2022; Moraes et al., 2019; Renwick et al., 2008; Muisyo and Qin, 2021; Masud et al., 2023). Major benefits of GHRM includes enhanced efficiencies, reduced costs, higher employee involvement and maintenance, and enhanced productivity, as evidenced in the literature (Ahmad, 2015; Shafaei et al., 2020; Yong et al., 2020; Ren et al., 2022; Wen et al., 2022; Yasin et al., 2023). Additionally, GHRM has been shown as contributing to enhancing organizational competitiveness and sustainability by creating a sustained competitive advantage (Islam et al., 2022; Fawehinmi et al., 2020; Pham and Paillé, 2020; Chaudhary, 2019; Muisyo et al., 2022; Aggarwal and Agarwala, 2023), as well as supporting the preservation of the environment and natural resources (Ashraf et al., 2015; Irani et al., 2022; Islam et al., 2022). Therefore, there is a call for more researches by focusing on different dimensions of GHRM to make this niche field matured and developed for creating win-win situation for organizational multiple stakeholders.

Despite this urgent call, the extant literature has demonstrated that there is a serious lack of GHRM research that has proposed a research agenda on GHRM filed to guide the potential researchers in this field. Therefore, this paper has focused on this gap in the literature by conducting a systematic literature review. Based on that, the aim of the paper is to propose future research avenues in the field of GHRM.

The paper has been structured as follows: The subsequent section discusses the methodology and review strategy for the paper; the third section concentrates on analyzing and reporting the review results; the fourth part proposes the future research agenda, and the last section concludes the paper.

## 2. Methods

Figure 1 outlines the PRISMA flow diagram of this paper. Firstly, the keywords focusing on the main themes, which are ‘Green Human Resource Management’, ‘Green HRM’, ‘GHRM’, ‘Individual Performance’, ‘Organizational Performance’, ‘green HRM Challenges’, ‘GHRM Drivers’ were identified. Secondly, papers matching the query are mined from the Scopus databases as this provides complete citation search and access to cross-disciplinary literature and researches. Third, all the papers that were extracted have been conceded through the acceptance - rejection criteria as has been shown in Figure 1. This study has considered GHRM papers which were published during the period of 2008 to 2023.

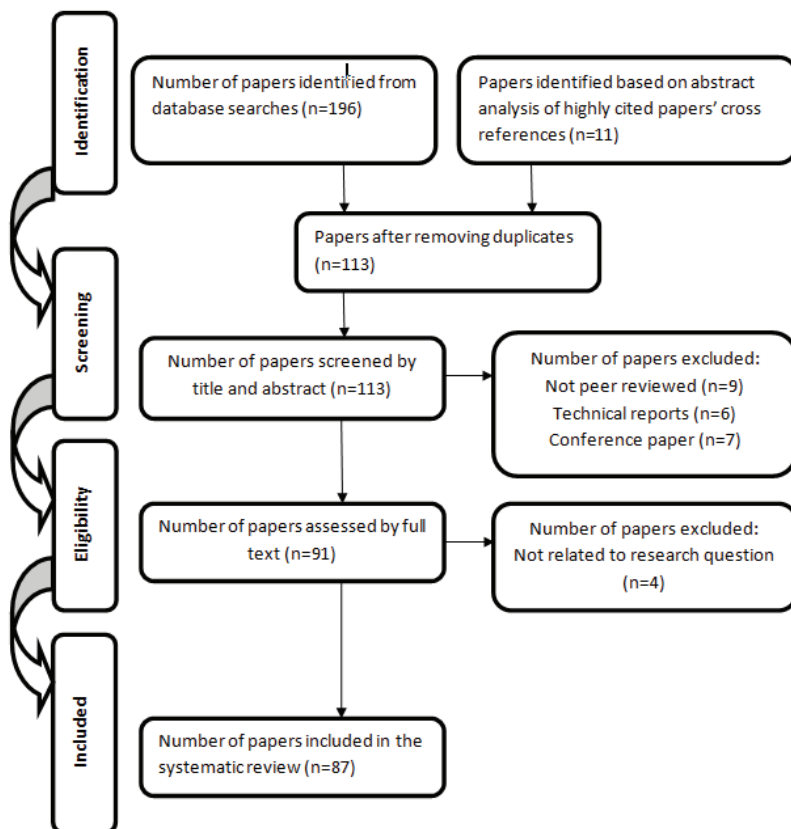


Figure 1 PRISMA flow diagram of this study

This SLR has been conducted following the guidelines of Sharma et al. (2021), and Chowdhury et al. (2023). The finally selected 87 papers have been reviewed and analyzed by applying thematic analysis.

### **3. Analysis and Synthesis of the Systematic Review Results**

The results of the SLR on GHRM have been presented here by classifying those into different sub-themes as follows.

#### **3.1 Evolution of the Concept**

Renwick et al. (2008) defined GHRM as “the integration of corporate EM into HRM is termed as GHRM”. They also defined it as HR aspects of EM. Jabbour et al. (2010) defined it as ‘the greening of functional dimensions of HRM, including job description & analysis, recruitment & selection, training, performance appraisal and rewards is termed as ‘GHRM’. So, GHRM is concerned with the adoption of different HRM practices, such as recruitment, selection, training, performance management, rewards, and employee involvement to improve the EM of the organisation (Renwick et al., 2013). To put it another way, GHRM is a field of SHRM, which is that part of HRM concerned with planet-related matters, society-related matters and profit-related matters (Opatha and Hewapathirana, 2019). It consists of eco-friendly HRM practices & the conservation of the knowledge as a capital (Ren et al., 2021; Dutta, 2012). Additionally, green HRM has been treated as an offshoot of GM approaches, policies, and practices, and it is adopted in the organisations for the implementation of EM (Patel, 2014). The goal of green HRM is to produce, increase and maintain greening inside every staff of the organization for encouraging individuals to exert a optimum level of contribution on the four roles including, conservationist, preservationist, maker, and non-polluter (Opatha and Arulrajah, 2014).

As mentioned earlier, major aspects of GHRM includes GRS (green recruitment and selection), GTD (green training and development), GPM (green performance management), GCR (green compensation and reward), and GEI (green employee involvement) (Tang et al., 2018; Ren et al., 2021; Ahmad et al., 2021; Bhatti et al., 2022; Chowdhury et al., 2022). Green recruitment refers to the procedure of acquisition of candidates having skills, knowledge, approaches and behaviours identifying with EM methods inside a firm (Ahmad, 2015) and green selection is the selection of those candidates who are committed and sensitive to the environmental issues, with a potential contribution to the EM of an organisation (Jabbour et al., 2010). GTD refers to the eco-friendly policy which equips employees with the prerequisite abilities, knowledge, and approaches (Chowdhury et al., 2023; Govindarajulu and Daily, 2004) for the better EM in the organisation to attain the environmental goals (Daily and Huang, 2001). GPM implies formulating and implementing procedures to monitor and evaluate workers’ outcomes in relation to accomplishing ecological targets (Renwick et al., 2013). GCR means aligning the organisational compensation and reward system with the green behavior and initiatives taken within the organizations for reinforcing employee’s green behavior (Mishra, 2017; Yasin et al., 2023). GEI means engaging employees in developing novel ecological strategies and taking feed forward from them for improving prevailing environmental practices for facilitating the greening of the organisation by stimulating employees, making them responsible and increasing their

cooperation (Mishra, 2017), which is considered as an important factor in enhancing employee's eco-friendly behaviour (Zibarras and Coan, 2015).

Nonetheless, literature review revealed that, though previous studies, such as Malik et al. (2021); and Mousa and Othman (2020) have shown the effects that these aspects have on sustainable firm's outcomes, there is still a dearth of studies that focused on what aspect/aspects are more critical for improving individual and organisational performance in a sustainable manner. Moreover, what specific GHRM practice contributes to improving these sustainable performances is missing in the literature.

### **3.2 Why GHRM and Why Now?**

The climate of the earth has been reported to have changed adversely over the past decades and scientists have been claiming that this trend will continue in foreseeable time (Siyambalapitiya et al., 2018; Chreif and Farmanesh, 2022; Rehman et al., 2016). It is currently being argued that the alarming rate of climate change ravages can only be mitigated by the rapid and decisive uptake of sustainability-focused initiatives like GHRM practices (Chowdhury et al., 2023; Islam et al., 2022; Karatepe et al., 2022). Such adverse changes to our climate have partly been attributable to the rapid expansions of economic and business activities, not only from the developed to the developing world but also, increasingly, from the developing to developed economies (Chowdhury et al., 2022; Islam et al., 2022). Although, adverse impacts that such developments has on our environment have been noted in the research and a cross section of literature (Yasin et al., 2023; Islam et al., 2022), there now appears to be an urgent call for businesses and organisations (large and small) to adopt more eco-friendly initiatives (Khan et al., 2022) in efforts to safeguard the environment in which businesses can be conducted for the longer term (Alnajdawi et al., 2017; Vahdati and Vahdati, 2018; Chaudhary, 2019; Longoni et al., 2018; Chreif and Farmanesh, 2022). Such calls for environmental sustainability have not gone unnoticed, and, in fact, has been imported into the HRM literature what is currently being referred to as GHRM (Jackson et al., 2011; Renwick et al., 2013; Islam et al., 2022; Jabbour et al., 2010).

GHRM has been reported as a tool for enhancing competitiveness through enhanced image, reduced costs, developed consumer associations, better adopted to the local authorities & societies and improved degree of satisfaction, stimulation and loyalty (Rubel et al., 2021; Chowdhury et al., 2017). Amrutha and Geetha (2020) stated that GHRM practices have the potential for contributing to the sustainability requirements of social equity, health, wellness & well-being of the firm and its staffs, along with the attainment of financial stability and ecological balance. Moreover, GHRM has the potential to provide a competitive advantage to the organisation (Zaid et al., 2018; Pham et al., 2019; Fawehinmi et al., 2019; Bombiak and Marciniuk-Kluska, 2018; Jia et al., 2018; Malik et al., 2020; Chreif and Farmanesh, 2022) in improving ecological performance (Chreif and Farmanesh, 2022; Darvishmotevali and Altinay, 2022; Yusoff and Nejati, 2017;) as well as in improving operating performance (Jabbour et al., 2013). Therefore, to grasp the multiple benefits derived from GHRM, unequivocally well-defined green HRM practices are required at multiple heights of a company for improving its sustainable performance, including environmental, economic and social (Longoni et al., 2018; Islam et al., 2022; Chowdhury et al., 2022).

### **3.3 GHRM Predictors/Drivers**

Predictors or drivers of GHRM are those factors that drive the effective implementation of GHRM practices. Major predictors or drivers that were identified in previous studies include the organisational environmental culture (Vahdati and Vahdati, 2018; Ghouri et al., 2020; Moktadir et. al., 2020); personality and upbringing (Vahdati and Vahdati, 2018); knowledge of individuals (Vahdati and Vahdati, 2018); digital divide (Vahdati and Vahdati, 2018); education and training (Vahdati and Vahdati, 2018); normative pressures or pressure from stakeholders (Yusoff and Nejati, 2017; Yong et al., 2020); managers' environmental concerns (Yusoff and Nejati, 2017); top management commitment and support (Yusliza et al., 2019); and internal ecological orientation (Bhatti et al., 2022). Apart from that, workplace-related fatalities because of ecologically destructive instances including air pollution, water pollution, and nuclear power calamities invigorated apprehensions and these concerns are the key drivers for further research related to GHRM.

However, the SLR shows that, despite different studies identified different factors that drive the implementation of GHRM practices, almost all of these studies ignored analyzing cause-effect relationship based on prominence and influential scores to prioritise and suggest the crucial one/ones influencing the whole implementation process mostly, based on which GHRM or environmental policy guidelines can be developed.

### **3.4 GHRM Challenges**

It is to be noted how demanding a task this can be as challenges abound in the form of the availability of competent and capable human resources and managers (Gupta, 2018; Chowdhury et al., 2023). Other challenges in adopting GHRM practices include lack of support from top management, high initial costs (Al-Romeedy, 2019; Hosain and Rahman, 2016); lack of awareness among managers and employees (Al-Romeedy, 2019; Likhitkar and Verma, 2017; Deshwal, 2015); lack of skill to adopt green technology (Al-Romeedy, 2019; Cheema et al., 2015; Langat and Kwasira, 2016); resistance from employees to implement green initiatives (Al-Romeedy, 2019; Likhitkar and Verma, 2017); difficulties in changing culture of the current staff (Al-Romeedy, 2019; Hosain and Rahman, 2016; Cheema et al., 2015); and difficulties in changing attitudes and behaviour of employees towards the environment (Al-Romeedy, 2019; Deshwal, 2015; Cheema et al., 2015). However, this review of literature has revealed that, despite different GHRM studies proposing different barriers/challenges that hinder the effective implementation of GHRM, almost all of these studies ignored inter-relationship analysis based on prominence and influential scores for prioritizing and suggesting the critical one/ones to be tackled immediately. The following subsections have discussed GHRM challenges in terms of organisational and individual sustainable performance.

#### **3.4.1 Challenges on Social, Environmental and Economic Performance**

Although researchers have been claiming that companies that implement GHRM practices, such as GRS, GTD, GPM, GCR and GEI, can secure more benefits than those that do not (Al-Swidi et al., 2021; Ahmad et al., 2021; Chowdhury et al., 2023), there are major concerns on a range



of areas when GHRM practices are implemented. For example, some scholars have identified environmental issues, such as toxic emission, wastage disposal, employee footprint (Ercantan and Eyupoglu, 2022; Chreif and Farmanesh, 2022). Other scholars have identified additional challenges ranging from the social to the economic. In terms of the social challenges, scholars such as Rayner and Morgan (2018), Ambec and Lanoie (2008) have highlighted society's need for improving community health and safety, providing more job opportunities etc. Additionally, other scholars have even mentioned the economic well-being of both the firms and the employees as a potentially challenging area in terms of GHRM practices implementation (Ahmad, 2015; Vahdati and Vahdati, 2018).

However, previous empirical GHRM studies reported positive impacts on different dimensions of organisational performance from both developed and emerging country context. For example, green HRM has been as enhancing the EP (Mousa and Othman, 2020; Ahmad et al., 2021; Zaid et al., 2018; Longoni et al., 2018; Kumar and Chakraborty, 2022), SP (Rehman et al., 2016), as well as economic performance (EcP) (Nasir et al., 2023; Rayner and Morgan, 2018; Ambec and Lanoie, 2008; Longoni et al., 2018) of the organisations. More specifically, the empirical research of Gilal et al. (2019) exposed the positive relationship of firms' GHRM practices with EP, which is attributable to the fact that EP can be improved by influencing employees' attitude and behaviour. Another research, initiated by Ghouri et al. (2020), conveyed the positive relationship of GRS, GTD, GPM, GCR, GEI, and green organizational culture with EP. The empirical study conducted by Mensah et al. (2021) reported GHRM as a significant precursor of business performance, emphasizing that the implementation of GHRM improves the performance of oil and gas companies. Apart from that, the research steered by Acquah et al. (2020) revealed GHRMPS as having significant influence on the SP of the organisation, which suggests that companies adopting GHRMPS were reported as improving their green image, enhancing employee education and training, and improving societal and safety and health of the staffs.

Despite majority of previous studies focused on showing the influence of green HRM on firm's sustainable performance; a very limited studies suggested which specific GHRM aspects and practices contribute to enhancing individual and organisational sustainable performance.

### **3.4.2 Challenges on Individual Performance**

The ability of employees to behave in an environmentally responsible manner has been captured in the literature as contributing to an organisation's capability to perform (Chaudhary, 2019; Wen et al., 2022). Individual performance is reported as stemming from the summative pronouncements, activities and gesticulations that employees accomplish in their regular work. Past studies reported that though individuals face some challenges in GHRM practices implementation, including new technology adoption, green values adoption (Zafar et al., 2023), its adoption has positive direct and indirect impacts on different dimensions of individual performance, such as green behaviour, non-green behaviour, job satisfaction, green commitment and green creativity. For example, the empirical study of Chaudhary (2019) revealed that green HRM has an affirmative influence on task-related and voluntary green behaviours of employees where organisational identification mediates the association of green HRM and obligatory and discretionary employee green behavior.

The empirical study accompanied by Shen et al. (2018) divulged that, perceived GHRM was related positively to employee task performance and OCBO; & related positively to worker intent to leave, where organisational identification works as a mediator. The empirical study of Shafaei et al. (2019) reported a affirmative association of green HRM practices with an individual outcome and ‘meaningfulness through work’ was found as a significant mediator there. The research of Ahmad et al. (2021) reported its positive influence on workers’ ecological creativity.

However, this review divulges that, though there are ample of studies that examined the impact of green HRM on extra-role EGB (Chaudhary, 2019; Dumont et al., 2017), studies showing impacts of green HRM on other dimensions of individual performance, such as job satisfaction, green creativity, green commitment etc., are very limited.

### 3.5 Theoretical Propositions on Organizational Performance in a Sustainable Manner

Sustainability highlights the long-term or sustainable optimization to business performance when the triple bottom line (TBL) is addressed. So, sustainability is not only related to financial dimension, but it also related to social and environmental dimensions (Chreif and Farmanesh, 2022; Yong et al., 2020). For example, some scholars such as Yong et al. (2020) identified economic sustainability in terms of how companies use GHRM practices in producing wellness continuously while simultaneously earning profits for survival. Ecological sustainability is concerned with the effect of a firm on the ecology (Islam et al., 2022; Cowdhury et al., 2023). Conversely, social sustainability is concerned with the humanitarian context of business (Aggerholm et al., 2011).

Over the couple of years, the conventional feature of sustainability and ecological consciousness pressed both professionals and researchers for addressing the field of HRM as a competitive measure to green a firm and, in sequence, economy and community at enormous (Benevene and Buonomo, 2020; Bhatti et al., 2022). Therefore, GHRM, which is an integration of HRM and EM, contributes to the sustainability necessities of social wellness, social equity, well-being and health of the firm and staffs, along with the attainment of financial constancy and ecological stability (Chreif and Farmanesh, 2022; Karatepe et al., 2022). Figure 2 below shows the major dimensions of sustainability including environmental, economic and social.

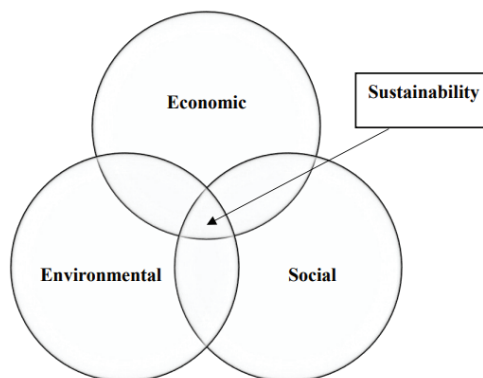


Figure 2 : The triple bottom line (Carter and Rogers, 2008)



However, this review of literature shows that the majority of the previous researches investigated the correlation between GHRM attributes and EP, seemingly as this is cooler to enumerate ecological influences, and humanitarian and societal aspects of organisations are more qualitative and less tangible (Buller and Mcevoy, 2016; Wen et al., 2022). Therefore, the relationship of green HRM and social sustainability has been considered as less explored area, leaving this pillar of TBL comparatively weaker. On the other hand, there are some other dimensions of sustainability which are associated with GHRM, either as predictors or as consequences or as both (Chowdhury et al., 2022). For example, institutional sustainability, implying the ability of the institutions to effectively support firms in promoting environmental initiatives like GHRM; legal sustainability, implying the presence and effective enforcement of laws to support green practices; and political sustainability, implying the stability of political system to facilitate green practices. Therefore, more GHRM studies should be conducted to examine how GHRM is related and contributes to these unexplored dimensions of sustainability as predecessors and consequences. See Figure 3 below, showing the author's initial capture of GHRM areas or aspects in terms of its relationship with organisational performance.

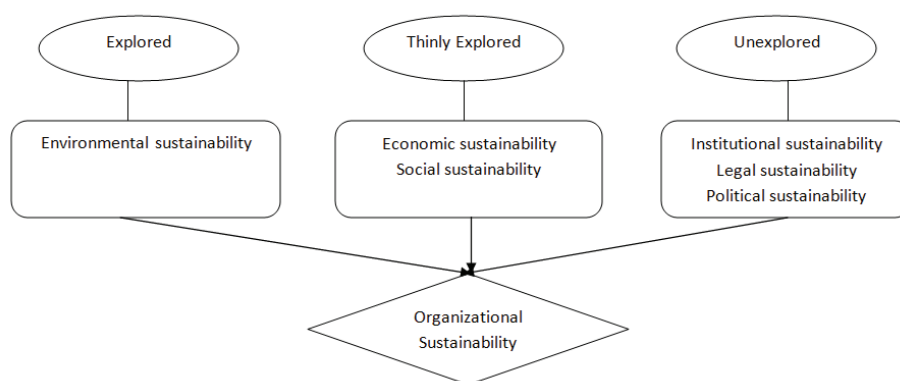


Figure 3 : Theoretical propositions on sustainable organisational performance

### 3.6 Theoretical Propositions on Individual Sustainable Performance

Improving individual performance in a sustainable manner through the use of GHRM practices has been claimed in the literature and research to be required (Wen et al., 2022). Doing so is asserted in the previous research, to be beneficial in alleviating not only individual performance, but also organizational performance (Chaudhary, 2019; Chreif and Farmanesh, 2022). However, extant literature shows that though GHRM positively influences different dimensions of individual performance (Shafaei et al., 2019; Shen et al., 2018), it also poses some challenges to individual performance (Al-Romeedy, 2019; Yong et al., 2020; Likhitkar and Verma, 2017; Deshwal, 2015; Islam et al., 2022). Examples of such challenges include a lack of environmental training, lack of orientation on green technology, lack of environmental performance needles in appraisal system and the absence of financial rewards (Islam et al., 2022). Ensuring effective

adoption of green HRM to alleviate individual performance challenges is an issue. For example, asking environmental questions in the interview and highlighting environmental values in jobs so as to get employees to be committed to green issues is an additional challenge (Islam et al., 2022; Chowdhury et al., 2022). Likewise, providing ecological training for developing green skills, knowledge, and abilities of employees is another major challenge to individual performance (Ahmad et al., 2021). Including environmental criteria to enhance their individual performance appraisal is a further challenging issue (Mousa and Otham, 2020; Chowdhury et al., 2017). Moreover, offering financial and non-financial benefits based on environmental performance is another challenge to individual performance (Chowdhury et al., 2017; Islam et al., 2022).

Soliciting suggestions on environmental issues from employees and taking benefits of employees' tacit knowledge in environmental problem solving is also an issue that individuals face in enhancing their performance (Zaid et al., 2018). Moreover, individuals face problems in adopting green technology and, when they do, their individual performance is also adversely impacted (Yong et al., 2020; Zhu et al., 2021). Such difficulty is exacerbated because employees generally are claimed to lack green training in how their organisation implement GHRM practices. In summary, there is a complex range of different types of challenges from infrastructural, managerial, procedural and environmental in terms of the difficulties employees face when their organisations are trying to implement GHRM practices (Al-Romeedy, 2019; Hosain and Rahman, 2016; Chowdhury et al., 2022; Wen et al., 2022). However, what has been missing in GHRM literature and research is those previous scholars in this area, including Ren et al. (2021), and Renwick et al. (2013) have not included how people get oriented to green technology. Orientating people to green values, such as love for nature, energy conservation through the use of sophisticated technology (such as office automation), and distance learning methods are especially pertinent/critical in the context of Bangladesh. Figure 4 below showing the author's initial capture of GHRM areas or aspects in terms of relationship with individual performance.

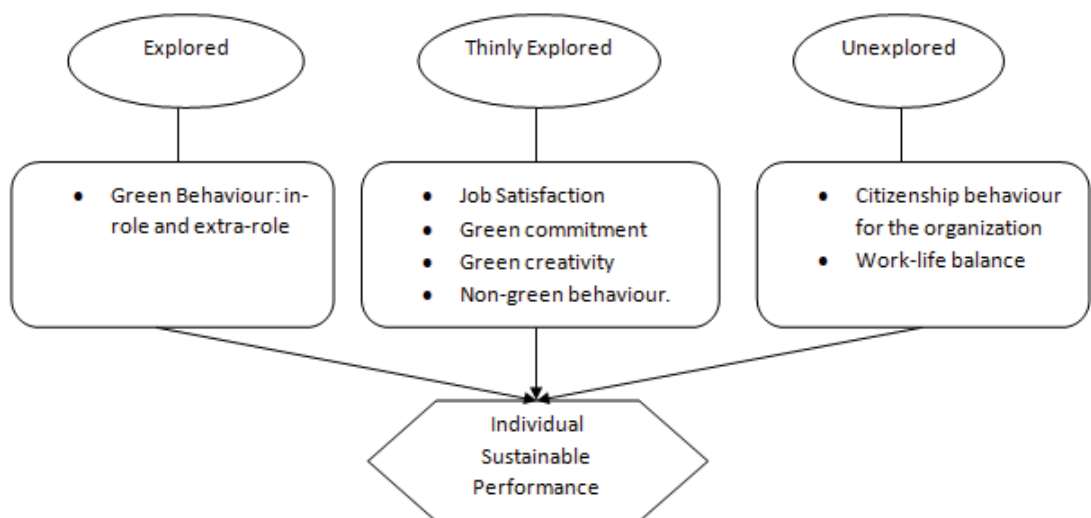


Figure 4: Theoretical propositions on individual sustainable performance

#### **4. Future Research Avenues**

The systematic review of literature has revealed that despite GHRM practices having the potentiality for contributing to solving ecological problems (Pinzone et al., 2016; Chowdhury et al., 2022; Islam et al., 2022), firms are not practicing GHRM to its full extent (Chowdhury et al., 2023; Kumar and Chakraborty, 2022), which limits concerned usefulness in endeavors for improving EM (Chowdhury et al., 2023). Moreover, researchers are claiming the field of GHRM as young enough to need further research by addressing multiple sides of it to make it develop and mature (Renwick et al., 2008; Chaudhary, 2019; Wen et al., 2022). However, the SLR has exposed seven thematic as well as contextual research gaps. The following subsections have discussed these seven gaps among which the first three are new research focus, as no past GHRM research was conducted to analyse and prioritise GHRM aspects and practices or factors that either drive or challenge the effective implementation of GHRM practices. The remaining four gaps serve as an extension of previous studies and were conducted for assessing direct as well as mediating impacts of GHRM on SP, EcP, GCA, as well as non-green behavior. Moreover, none of these seven gaps were addressed in the context of Bangladesh.

**Gap One:** Despite the greater interest in GHRM implementation, there has been no study to date that assessed GHRM aspects and practices to recommend the critical one/ones to be focused for improving individual and organisational performance in a sustainable manner. Moreover, there is no such type of study in a developing country context like Bangladesh or in the context of a labor-intensive industry like RMG.

**Gap Two:** Although research on GHRM shows that its implementation has significant effects on multiple dimensions of organisational and individual performance (environmental, economic and social), no study has been conducted to date to analyse and prioritise the key factors that drive the effective implementation of GHRM practices. Different scholars and researchers mentioned some of antecedents, predictors, enablers; but ignored inter-cause-effect relationship analysis or prioritizing these based on prominence or influential scores to suggest the crucial one/ones affecting GHRM practices implementation most significantly. Moreover, no such study has been conducted in the emerging country context like Bangladesh or in the context of a labor-intensive industry like RMG.

**Gap Three:** No empirical research has been conducted comprehensively for analysing factors to prioritise the critical one/ones that challenge the effective implementation of GHRM practices from different stakeholders' perspectives, despite claiming the adoption of green HRM is challenging and problematic. There are only a very few studies conducted to identify barriers that ignored the assessment of these for prioritizing and suggesting critical one/ones mostly challenging the GHRM practices implementation. Moreover, no such study has been conducted in an emerging country context like Bangladesh or in the context of the RMG industry.

**Gap Four:** Limited empirical research has been found on sustainable organizational performance which has focused on the social dimension as well as one that has integrated all the three dimensions together. Apart from that, there is a paucity of research which has addressed the mediators/moderators between green HRM and social performance to understand the dynamics

of the influence. There are also no such types of studies in the developing country context like Bangladesh or in the context of the RMG industry.

**Gap Five:** Though the influences that green HRM has on financial performance are moderately explored in previous researches, there is a dearth of studies on the mediators/moderators between green HRM and economic performance. There are no such types of studies in an emerging country context like Bangladesh or in the context of the RMG industry.

**Gap Six:** In spite of scholars' arguments that GHRM can contribute to gaining green competitive advantage directly and indirectly, the association that green HRM has with GCA and their intervening mechanism/mediators/moderators is less researched area. There are no such types of studies in an emerging country context like Bangladesh or in the context of the RMG industry.

**Gap Seven:** Despite there being considerable research focusing on the impacts of GHRM on the employee's green behaviour, its relationship with other dimensions of individual performance, such as job satisfaction, employee commitment and green employee creativity have been assessed inadequately. There are no such types of studies in an emerging country context like Bangladesh or in the context of the RMG industry.

## 5. Conclusion

This paper has reviewed 87 papers by following a systematic approach with the aim of proposing future research avenues in the GHRM field to assist the potential researchers. Subsequently, it has proposed seven major research gaps that potential researchers in this field should focus on making this young field of knowledge mature and develop. These gaps include dearth of research to identify critical GHRM aspects and practices, to identify and prioritize crucial drivers and challenges that need to be addressed for effective GHRM practices implementation. Moreover, there are insufficient number of research in the area of exploring the linkages of green HRM with social performance, indirect association of green HRM with economic performance, the relationship of green HRM with GCA, both directly and indirectly. Apart from those the direct and indirect relationships of green HRM with different dimensions of individual performance except green behavior has not been explored. Therefore, future GHRM research should focus on these gaps. The uniqueness of this work lies in its first-time proposition of future research avenues by focusing on overall research on GHRM.

## References

- Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. *International Journal of Organizational Analysis*, 30(1), 7-23.
- Aboramadan, M., Kundi, Y. M., & Becker, A. (2022). Green human resource management in nonprofit organizations: Effects on employee green behavior and the role of perceived green organizational support. *Personnel Review*, 51(7), 1788-1806.

- Acquah, I. S. K., Agyabeng-Mensah, Y., & Afum, E. (2020). Examining the link among green human resource management practices, green supply chain management practices and performance. *Benchmarking: An International Journal*, 28(1), 267-290.
- Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2023). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. *Business Strategy and the Environment*, 32(4), 1782-1798.
- Aggarwal, P., & Agarwala, T. (2023). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*, 30(7), 2351-2376.
- Aggerholm, H. K., Andersen, S. E., & Thomsen, C. (2011). Conceptualizing employer branding in sustainable organizations. *Corporate Communications: An International Journal*, 16(2), 105-123.
- Ahmad, I., Ullah, K., & Khan, A. (2022). The impact of green HRM on green creativity: mediating role of pro-environmental behaviors and moderating role of ethical leadership style. *The International Journal of Human Resource Management*, 33(19), 3789-3821.
- Ahmad, S. (2015). Green human resource management: policies and practices. *Cogent Business & Management*, 2 (1), 1-13.
- Ahmad, S., Islam, T., Sadiq, M., & Kaleem, A. (2021). Promoting green behavior through ethical leadership: a model of green human resource management and environmental knowledge. *Leadership & Organization Development Journal*, 42 (4), 531-547.
- Alnajdawi, S.; Emeagwali, O. L.; Elrehail, H. The Interplay among Green Human Resource Practices, Organization Citizenship Behavior for Environment and Sustainable Corporate Performance: Evidence from Jordan. *Journal of Environmental Accounting and Management* 2017, 5(3), 171-184.
- Al-Romeedy, B. S. (2019). Green human resource management in Egyptian travel agencies: constraints of implementation and requirements for success. *Journal of Human Resources in Hospitality & Tourism*, 18(4), 529-548.
- Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance. *Journal of Cleaner Production*, 316, 128112.
- Ambec, S. A.; Lanoie, P. Does it pay to be green? A systematic overview. *Academy of Management Perspectives* 2008, 22, 45 -62.
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119-131.
- Ashraf, F.; Ashraf, I.; Anam, W. Green HR for businesses. *International Journal of Academic Research in Business and Social Sciences* 2015, 5(8), 149-156.

- Benevene, P., & Buonomo, I. (2020). Green Human Resource Management: An Evidence-Based Systematic Literature Review. *Sustainability*, 12, 5974.
- Bhatti, S. H., Saleem, F., Murtaza, G., & Haq, T. U. (2022). Exploring the impact of green human resource management on environmental performance: the roles of perceived organizational support and innovative environmental behaviour. *International Journal of Manpower*, 43 (3), 742-762.
- Bombiak, E.; Marciniuk-Kluska, A. Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience. *Sustainability* 2018, 10 (6), 1739.
- Buller, P. F.; Mcevoy, G. M. A Model for Implementing a Sustainability Strategy through HRM Practices. *Business and Society Review* 2016, 121 (4), 465–495.
- Chaudhary R. Green human resource management and job pursuit intention: Examining the underlying processes. *Corporate Social Responsibility and Environmental Management* 2019, 26(4), 929-937.
- Chaudhary, R. (2019). Green human resource management in Indian automobile industry. *Journal of Global Responsibility*, 10(2), 161-175.
- Chaudhary, R. (2020). Effects of green human resource management: testing a moderated mediation model. *International Journal of Productivity and Performance Management*, 70(1), 201-216.
- Chaudhary, R. (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630-641.
- Cheema, S., Pasha, A., & Javed, F. (2015). Green human resource practices: Implementations and hurdles of SMEs in Pakistan. *Journal of Business Studies Quarterly*, 7(2), 231–241.
- Chowdhury, S. R., Mendy, J., & Rahman, M. (2022). Reimagining Green Human Resource Management for Sustainable Performance: Towards an Integrative Processual Framework. *BAM Conference*.
- Chowdhury, S. R., Mendy, J., & Rahman, M. (2023). A Systematic Literature Review of GHRM: Organizational Sustainable Performance Reimagined Using a New Holistic Framework. *Sustainability*, 15, 7513.
- Chowdhury, S. R.; Sanju, N. L.; Asaduzzaman, A. K. M. Green HRM Practices as a Means of Promoting CSR: Suggestions for Garments Industry in Bangladesh. *Global Journal of Management and Business Research* 2017, 17(A6), 29-35.
- Chreif, M., & Farmanesh, P. (2022). Applying Green Human Resource Practices toward Sustainable Workplace: A Moderated Mediation Analysis. *Sustainability*, 14(15), 9250.
- Daily, B.F., & Huang, S.C. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539-1552.



- Darvishmotevali, M., & Altinay, L. (2022). Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. *Tourism Management*, 88, 104401.
- Deshwal, P. (2015). Green HRM: An organizational strategy of greening people. *International Journal of Applied Research*, 1(13), 176–181.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of Green HRM Practices on Employee Workplace Green Behavior: The Role of Psychological Green Climate and Employee Green Values. *Human Resource Management*, 56 (4), 613–627.
- Dutta, S. (2012). Greening people: A strategic dimension. *ZENITH International Journal of Business Economics & Management Research*, 2(2), 143–148.
- Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Noor Faedah, J., & Muhammad, Z. (2020). Assessing the green behaviour of academics: The role of green human resource management and environmental knowledge. *International Journal of Manpower*, 41(7), 879-900.
- Ghouri, A. M., Mani, V., Khan, M. R., Khan, N. R., & Srivastava, A. P. (2020). Enhancing business performance through green human resource management practices: empirical evidence from Malaysian manufacturing industry. *International Journal of productivity and Performance management*, 69(8), 1585-1607.
- Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Channa, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, 26(6), 1579-1590.
- Govindarajulu, N., Daily, B.F. (2004). Motivating employees for environmental improvement. *Industrial Management and Data Systems*, 104 (4), 364-372.
- Gupta, H. (2018). Assessing organizations performance on the basis of GHRM practices using BWM and Fuzzy TOPSIS. *Journal of Environmental Management*, 226, 201-216.
- Hosain, S., & Rahman, S. (2016). Green human resource management: A theoretical overview. *IOSR Journal of Business and Management*, 18(6), 54–59.
- Irani, F., Kiliç, H., & Adeshola, I. (2022). Impact of green human resource management practices on the environmental performance of green hotels. *Journal of Hospitality Marketing & Management*, 31 (5), 570-600.
- Islam, M. A., Mendy, J., Haque, A. A., & Rahman, M. (2022). Green human resource management practices and millennial employees' retention in small and medium enterprises: The moderating impact of creativity climate from a developing country perspective. *Business Strategy & Development*, 5(4), 335-349.
- Islam, M. A., Hack-Polay, D., Haque, A., Rahman, M., & Hossain, M. S. (2022). Moderating role of psychological empowerment on the relationship between green HRM practices and millennial employee retention in the hotel industry of Bangladesh. *Business Strategy & Development*, 5(1), 17–29.

- Islam, T., Hussain, D., Ahmed, I., & Sadiq, M. (2021). Ethical leadership and environment specific discretionary behaviour: The mediating role of green human resource management and moderating role of individual green values. *Canadian Journal of Administrative Sciences*, 38(4), 442–459.
- Jabbour, C. J. C., Jabbour, A. B. L. D. S., Govindan, K., Teixeira, A. A., & Freitas, W. R. D. S. (2013). Environmental management and operational performance in automotive companies in Brazil: the role of human resource management and lean manufacturing. *Journal of Cleaner Production*, 47, 129-140.
- Jabbour, C. J. C. & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of cleaner production*, 112, 1824-1833.
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management*, 21(7), 1049-1089.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: introduction to the special issue. *German Journal of Research in Human Resource Management*, 25 (2), 99-116.
- Jerónimo, H. M., Henriques, P. L., de Lacerda, T. C., da Silva, F. P., & Vieira, P. R. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. *Journal of Business Research*, 112, 413–421.
- Jia, J., Liu, H., Chin, T., & Hu, D. (2018). The continuous mediating effects of GHRM on employees' green passion via transformational leadership and green creativity. *Sustainability*, 10(9), 3237.
- Karatepe, O. M., Hsieh, H., & Aboramadan, M. (2022). The effects of green human resource management and perceived organizational support for the environment on green and non-green hotel employee outcomes. *International Journal of Hospitality Management*, 103, 103202.
- Khan, K., Khan, Q., Jalaly, S., Shams, M. S., & Shah, T. A. (2022). Green Human Resource Management and Green Service Behaviour in Organisations: Examining Underlying Mechanism. *South Asian Journal of Human Resources Management*, 1–17.
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83-93.
- Kumar, P., & Chakraborty, S. (2022). Green service production and environmental performance in healthcare emergencies: role of big-data management and green HRM practices. *The International Journal of Logistics Management*, 33 (4), 1524-1548.

- Langat, B., & Kwasira, J. (2016). Influences of green human resource management practices on environmental sustainability at Kenyatta University, Kenya. *International Journal of Economics, Commerce and Management*, 4(10), 986–1003.
- Likhitar, P., & Verma, P. (2017). Impact of green HRM Practices on organization sustainability and employee retention. *International Journal for Innovative Research in Multidisciplinary Field*, 3(5), 152–157.
- Longoni, A., Luzzini, D., & Guerri, M. (2018). Deploying environmental management across functions: The relationship between green human resource management and green supply chain management. *Journal of Business Ethics*, 151, 1081–1095.
- Malik, S. Y., Hayat Mughal, Y., Azam, T., Cao, Y., Wan, Z., Zhu, H., & Thurasamy, R. (2021). Corporate social responsibility, green human resources management, and sustainable performance: is organizational citizenship behavior towards environment the missing link? *Sustainability*, 13(3), 1044.
- Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards Sustainability in Organizations: Empirical Evidence on the Role of Green Human Resource Management Practices and Green Intellectual Capital. *Sustainability*, 12 (8), 3228.
- Masud, M. M., Jafrin, N., Mohammad Saif, A. N., & Al-Mamun, A. (2023). The moderating effect of corporate social responsibility between green human resource management and organizations' environmental performance. *Journal of Environmental Planning and Management*, 66(12), 2424-2446.
- Mensah, A. O., Afum, E., & Sam, E. A. (2021). Does GHRM spur business performance via green corporate citizenship, green corporate reputation and environmental performance? *Management of Environmental Quality: An International Journal*, 32 (4), 681-699.
- Mishra, P. (2017). Green human resource management A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, 25(5), 762-788.
- Moktadir, M. A., Dwivedi, A., Ali, S. M., Paul, S. K., Kabir, G., & Madaan, J. (2020). Antecedents for greening the workforce: implications for green human resource management. *International Journal of Manpower*, 41(7), 1135-1153.
- Moraes, S. D. S., Jabbour, C. J. C., Battistelle, R. A. G., Rodrigues, J. M., Renwick, D. S. W., Foropon, C., & Roubaud, D. (2019). When knowledge management matters: interplay between green human resources and eco-efficiency in the financial service industry. *Journal of Knowledge Management*, 23 (9), 1691-1707.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organizations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.

- Muisyo, P. K., & Qin, S. (2021). Enhancing the FIRM'S green performance through green HRM: The moderating role of green innovation culture. *Journal of Cleaner Production*, 289, 125720.
- Muisyo, P. K., Qin, S., Ho, T. H., & Julius, M. M. (2022). The effect of green HRM practices on green competitive advantage of manufacturing firms. *Journal of Manufacturing Technology Management*, 33(1), 22-40.
- Nasir, M., Asad, N., Hashmi, H. B. A., Fu, H., & Abbass, K. (2023). Analyzing the pro-environmental behavior of pharmaceutical employees through Green HRM practices: the mediating role of green commitment. *Environmental Science and Pollution Research*, 30(3), 7886-7903.
- Opatha, H. H. D. N. P., & Arulrajah, A. A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*, 7(8), 101-112.
- Opatha, H. H. D. N. P., & Hewapathirana, R.A. (2019). Defining Green and Green Human Resource Management: A Conceptual Study. *International Journal of Arts and Commerce*, 8(5), 1-10.
- Paillé, P., Valeau, P., & Renwick, D. W. (2020). Leveraging green human resource practices to achieve environmental sustainability. *Journal of Cleaner Production*, 260, 121-137.
- Patel, N.P. (2014). Green HR: a paradigm shift in human resource management philosophy. *Braz. Online J.*, 2, 10-15.
- Pham, D. D. T. & Paillé, P. (2020). Green recruitment and selection: an insight into green patterns. *International journal of manpower*, 41(3), 258-272.
- Pham, N. T., Tučková, Z., & Phan, Q. P. T. (2019). Greening Human Resource Management and Employee Commitment Towards the Environment: an Interaction Model. *Journal of Business Economics and Management*, 20(3), 446-465.
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386-399.
- Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: the role of 'Green 'HRM. *Journal of Cleaner Production*, 122, 201-211.
- Rayner, J., & Morgan, D. (2018). An empirical study of 'green' workplace behaviors: ability, motivation and opportunity. *Asia Pacific Journal of Human Resources*, 56(1), 56-78.
- Rehman, M., A., Seth, D., & Shrivastava, R. L. (2016). Impact of green manufacturing practices on organisational performance in Indian context: An empirical study. *Journal of Cleaner Production*, 137, 427-448.
- Ren, S., Jiang, K., & Tang, G. (2022). Leveraging green HRM for firm performance: The joint effects of CEO environmental belief and external pollution severity and the mediating role of employee environmental commitment. *Human Resource Management*, 61(1), 75-90.

- Ren, S., Tang, G., & Jackson, S. E. (2021). Effects of Green HRM and CEO ethical leadership on organizations' environmental performance. *International Journal of Manpower*, 42(6), 961-983.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 15, 1–14.
- Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. *University of Sheffield Management School Discussion Paper*, 1(1), 1-46.
- Ribeiro, N., Gomes, D. R., Ortega, E., Gomes, G. P., & Semedo, A. S. (2022). The impact of green HRM on employees' eco-friendly behavior: The mediator role of organizational identification. *Sustainability*, 14(5), 2897.
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). Green human resource management and supervisor pro-environmental behavior: The role of green work climate perceptions. *Journal of Cleaner Production*, 313, 127669.
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). The influence of green HRM practices on green service behaviors: the mediating effect of green knowledge sharing. *Employee Relations: The International Journal*, 43(5), 996-1015.
- Shafaei, A., Nejati, M., & MohdYusoff, Y. (2020). Green human resource management: A two-study investigation of antecedents and outcomes. *International Journal of Manpower*, 41(7), 1041-1060.
- Sharma, G. D., Paul, J., Srivastava, M., Yadav, A., Mendy, J., Sarker, T., & Bansal, S. (2021). Neuroentrepreneurship: an integrative review and research agenda. *Entrepreneurship & Regional Development*, 33(9-10), 863-893.
- Shen, J., Dumont, J., & Deng, X. (2018). Employees' Perceptions of Green HRM and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives. *Group & Organization Management*, 43(4), 594–622.
- Siyambalapitiya, J., Zhang, X., & Liu, X. (2018). Green human resource management: A proposed model in the context of Sri Lanka's tourism industry. *Journal of Cleaner Production*, 201, 542-555.
- Tang, G., Chen, Y., Jiang Y., Paillé, P., & Jia J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56, 31–55.
- Tuan, L. T. (2022). Promoting employee green behavior in the Chinese and Vietnamese hospitality contexts: The roles of green human resource management practices and responsible leadership. *International Journal of Hospitality Management*, 105, 103253.
- Vahdati, S., & Vahdati, S. (2018). Identifying the obstacles to green human resource management practices in Iran. *International Journal of Human Capital in Urban Management*, 3(1), 9-18.

- Wen, J., Hussain, H., Waheed, J., Ali, W., & Jamil, I. (2022). Pathway toward environmental sustainability: mediating role of corporate social responsibility in green human resource management practices in small and medium enterprises. *International Journal of Manpower*, 43 (3), 701-718.
- Yasin, R., Huseynova, A., & Atif, M. (2023). Green human resource management, a gateway to employer branding: Mediating role of corporate environmental sustainability and corporate social sustainability. *Corporate Social Responsibility and Environmental Management*, 30(1), 369-383.
- Yong, J. Y., Yusliza, M. Y., & Fawehinmi, O. O. (2020). Green human resource management: A systematic literature review from 2007 to 2019. *Benchmarking: An International Journal*, 27(7), 2005-2027.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., Jabbour, C. J. C., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228.
- Yusliza, M.-Y., Norazmi, N. A., Jabbour, C. J. C., Fernando, Y., Fawehinmi, O., & Seles, B. M. R. P. (2019). Top management commitment, corporate social responsibility and green human resource management A Malaysian study. *Benchmarking: An International Journal*, 26 (6), 2051-2078.
- Yusoff, Y. M., & Nejadi, M. (2017). A Conceptual Model of Green HRM Adoption towards Sustainability in Hospitality Industry (Chapter 13). *IGI Global Business Science Reference* (an imprint of IGI Global), 229-250.
- Zafar, H., Ho, J. A., Cheah, J. H., & Mohamed, R. (2023). Promoting pro-environmental behavior through organizational identity and green organizational climate. *Asia Pacific Journal of Human Resources*, 61(2), 483-506.
- Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production*, 204, 965–979.
- Zhang, Y., Luo, Y., Zhang, X., & Zhao, J. (2019). How green human resource management can promote green employee behavior in China: A technology acceptance model perspective. *Sustainability*, 11(19), 5408.
- Zhu, J., Tang, W., Wang, H., & Chen, Y. (2021). The influence of green human resource management on employee green behavior—a study on the mediating effect of environmental belief and green organizational identity. *Sustainability*, 13(8), 4544.
- Zhu, S., Wu, Y., & Shen, Q. (2022). How environmental knowledge and green values affect the relationship between green human resource management and employees' green behavior: From the perspective of emission reduction. *Processes*, 10(1), 38.
- Zibarras, L. D., & Coan, P. (2015). HRM practices used to promote pro-environmental behavior: A UK survey. *International Journal of Human Resource Management*, 26(16), 2121–2142.