



## Literature Review: The Role of Green Human Resource Management in Increasing Organization Sustainability

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**Abstract:** This research is an attempt to find out if Green Human Resource Management (GHRM) currently being implemented in various companies has shown its influence on increasing organization sustainability. This study utilizes a systematic literature review to examine the role of green human resource management (GHRM) in increasing organization sustainability. References used in this systematic literature review study are research papers obtained from Scopus journals Q1, Q2, and Q3. The study showed significant and positive effects of GHRM practices on organization sustainability.

**Keyword:** green human resource management, organization sustainability, systematic literature review

### INTRODUCTION

Sustainability has emerged as a prominent global conversation topic. Being sustainable enables organizations to ensure long-term viability, manage risks effectively, achieve cost savings, enhance reputation, capitalize on market opportunities, engage stakeholders, comply with regulations, and foster employee satisfaction and retention. By integrating sustainability into their core strategies and operations, organizations can create value for themselves and contribute to a more sustainable future. Recently, organizations have recognized that the longevity of their operations depends on the ongoing availability of natural resources (Chaudhary, 2020). Organizations are increasingly accountable for achieving sustainable results overall, particularly regarding the environmental impacts stemming from their operations with a particular focus on the responsibilities of human resource management (HRM) (Pham et al., 2020).

Green Human Resource Management (GHRM) refers to integrating environmental sustainability principles into human resource management practices within organizations. Green HRM is defined by Renwick (Ansari et al., 2021) as HRM practices that contribute to favorable environmental results. It also leverages human resources to innovate and improve

environmental performance, reduce waste, uphold social responsibility, and gain a competitive edge through ongoing learning and development. It entails fully integrating environmental objectives and strategies with those of the organization (Benevene & Buonomo, 2020). The importance of GHRM lies in its potential to align environmental objectives with human resource strategies, thereby contributing to organizational sustainability and corporate social responsibility. GHRM practices play a role in meeting the sustainability needs related to social equity, employee health, wellness, and organizational well-being, along with ensuring economic stability and environmental equilibrium (Amrutha & Geetha, 2020).

Green HRM serves as a function with direct accountability for cultivating an environmentally conscious workforce that comprehends, values, and implements green initiatives. It ensures the continuity of green objectives across the HRM spectrum, encompassing recruitment, hiring, training, compensation, development, and advancement of the organization's human capital (Tahir, 2020).

Based on the explanation above, it can be said that GHRM is a management practice that leads to create organizational sustainability. However, is it true that GHRM currently being implemented in various companies has shown its influence on increasing organizational sustainability? This research is an attempt to answer the question.

## METHOD

This study utilizes a systematic literature review to examine the role of green human resource management in increasing organization sustainability. The systematic literature review process is intended to highlight the theoretical perspectives and key attributes of published papers, as well as to depict emerging themes and pinpoint challenges, with the aim of proposing a framework for future research. Similarly, a literature review assists researchers in categorizing and summarizing prior studies and identifying gaps and limitations within the existing body of literature (Pham et al., 2020). Consequently, the literature review methodology is deemed appropriate for application in this study to address the research inquiries.

The framework of thinking in this literature review research is illustrated in the following research design:

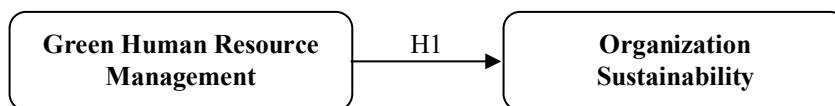


Figure 1. Research Design

The hypothesis (H) proposed in this research is that **Green Human Resource Management (GHRM) has a role in increasing organizational sustainability.**

The papers used as references and points of reference in this systematic literature review study are research papers obtained from Scopus journals Q1, Q2, and Q3, which explain the findings regarding the influence of green human resource management on organizational sustainability.

## RESULTS AND DISCUSSION

The results of the literature review carried out on research articles published in international journals indexed by Scopus Q1, Q2, and Q3 are as follows:

Table 1. Articles contained findings about the role of GHRM in increasing organization sustainability

No.	Authors & Year	Title	Journal	Scopus Rank	Results
1.	(Sathasivam	Embracing	Business Strategy and	Q1	NGOs, organisational culture,

	et al., 2021)	organisational environmental sustainability: Experiences in green human resource management	Development, Vol.4(2), p.1-13		and effective communication are vital in supporting Green Human Resource Management implementation in attaining organizational environmental sustainability goals
2	(Jehan et al., 2020)	Effect Of Green Human Resource Management Practices On Organizational Sustainability: The Mediating Role Of Environmental And Employee Performance	Environmental Science and Pollution Research, Vol. 28, p. 28191–28206.	Q1	the study showed significant effects of GHRM practices, i.e. (training and development, performance appraisal, and reward and compensation), on Organizational Sustainability, Similarly, this study empirically investigates the distinct mediating role of environmental performance and employee's performance between GHRM practices and organizational sustainability
3.	(Malik et al., 2020)	Pathways towards Sustainability in Organizations: Empirical Evidence on the Role of Green Human Resource Management Practices and Green Intellectual Capital	Sustainability, Vol.12(8), p.3228	Q1	the two dimensions of GHRM practices (green recruitment and selection, and green rewards) and green intellectual capital (green human capital, green structural capital and green relational capital) have a positive effect on a firm's sustainability
4.	(Chaudhary, 2020)	Green Human Resource Management and Employee Green Behavior: An Empirical Analysis	Corporate Social Responsibility and Environmental Management, Vol.27(2),p.630-641	Q1	GHRM was found to significantly predict both task-related and voluntary employee green behaviors. Organizational identification significantly mediated the effect, whereas gender and environmental values failed to moderate the relationship between GHRM and employee green behaviors. The study signifies the role of HRM in achieving environmental sustainability and emphasizes on the urgent need to embed sustainability dimension into HR systems to achieve sustainable development goals
5.	(Amrutha & Geetha, 2020)	A systematic review on green human resource management: Implications for social sustainability	Journal of Cleaner Production, Vol.247,p. 119131.	Q1	Specific green human resource management practices like green hiring, green training, green appraisal, green rewards, and green employee involvement in an organisation will have a significant influence on routine green behaviour of employees at workplace in that organization. Employee green behaviour at workplace significantly contributes to organisations social sustainability dimensions of better health, wellness, equity

					and well-being.
6.	(Mousa & Othman, 2020)	The Impact Of Green Human Resource Management Practices On Sustainable Performance In Healthcare Organisations: A Conceptual Framework	Journal of Cleaner Production, Vol.243	Q1	The GHRM has a positive impact on performance sustainability in Palestinian healthcare organisations. However, the most influential green practice was found to be 'green hiring', followed by 'green training and involvement'; the least influential green practice was 'green performance management and compensation'.
7.	(Paillé et al., 2020)	Leveraging Green Human Resource Practices To Achieve Environmental Sustainability.	Journal of Cleaner Production, Vol.260,p. 121-137	Q1	(1) training is the best green human resource management practice in predicting individual environmental performance and (2) perceived organizational support for the environment only increases the effect of individual environmental performance when employees are highly environmentally satisfied with organizational environmental engagement.
8.	(Andjarwati et al., 2019)	The Impact Of Green Human Resource Management To Gain Enterprise Sustainability	Polish Journal of Management Studies, Vol.20(2),p.93-103	Q3	Eco-friendly policies, HRM practices, green training and development and green behavior increase the environmental sustainability because these all elements enhance the behavior of the employees towards the sustainability by motivating and training them
9.	(Bombiak & Marciniuk-Kluska, 2018)	Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience	<i>Sustainability, Vol.10(6), p.1739</i>	Q1	there is a strong positive correlation between the evaluation of the impact of individual activities within GHRM on sustainable company development and their practical implementation
10.	(Zaid et al., 2018)	The Impact of Green Human Resource Management And Green Supply Chain Management Practices On Sustainable Performance: An Empirical Study.	Journal of Cleaner Production, Vol.204, p.965-979.	Q1	The results reveal a positive relationship between GHRM practices and sustainable employee's performance.
11.	Mishra, 2017)	A Framework For Sustainable Organizational Development In An Emerging Economy	International Journal of Organizational Analysis, Vol.25(5), p.762-788	Q2	Green human resource practices such as environmental training, green recruitment, performance appraisal, employee involvement and compensation. The findings suggest that there is further scope to utilize the full potential of GHRM practices for encouraging pro-environmental

					behavior in the organizations. Analyses of data also reveal that top-management support and mutual learning among departments are crucial to facilitate green behaviors among employees.
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From previous research (Amrutha & Geetha, 2020; Andjarwati et al., 2019; Bombiak & Marciniuk-Kluska, 2018; Chaudhary, 2020; Jehan et al., 2020; Malik et al., 2020; Mishra, 2017; Mousa & Othman, 2020; Paillé et al., 2020; Sathasivam et al., 2021; Zaid et al., 2018), it was found that GHRM has a positive impact on Organizational Sustainability. This shows that GHRM implemented in various organizations can increase the sustainability of the organization. The research that has been conducted regarding GHRM provides suggestions for organizations to continue to maintain their sustainability by implementing GHRM.

The organizational aspects that are widely discussed regarding improvements influenced by GHRM are employee performance sustainability and organizational environmental sustainability, a more limited number talk about social sustainability. The positive influence of GHRM on other aspects of the organization needs to be researched in order to obtain empirical evidence and a better understanding of GHRM and organizational sustainability.

Only some of the previous studies have described the strengths of each aspect of GHRM implementation which have been proven to have a positive impact on organizational sustainability. Such a specific explanation will certainly be more helpful to academics and HR management practitioners in their efforts to understand the role of GHRM in organizational sustainability.

## CONCLUSION

It can be concluded that Green Human Resource Management (GHRM) has role in increasing organization sustainability. The application of GHRM in recruitment, training, compensation, rewards, performance appraisal empirically proven has a positive effect on organizational sustainability.

These findings indicate that to create organizational sustainability, organizations need to be more serious about implementing green human resource management. GHRM practice starts from the beginning of recruitment by recruiting employees who have an understanding and desire to support environmental preservation and are enthusiastic about implementing the green management concept in the organization. Followed by providing training that is in line with the concept of environmental conservation and also providing appraisals and compensation related to employee efforts in supporting environmental conservation.

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