A systematic review of green human resource management with sustainable performance

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Abstract: The present study offers a brief perspective on the state of the art in the study area and suggests additional investigation. It also aims to review the green human resource dimensions and sustainable performance systematically. This study compiles, combines, and analyzes information based on a thorough literature evaluation. Following a predetermined review protocol, thirty-five research articles on the green human resource dimensions and sustainable performance and its dimensions were chosen from seven databases between 2013 and 2023. The selected publications have been evaluated to gather relevant data for several scholarly issues. In 2016, we have seen growing trends in the articles. Most articles have examined the environmental, economic, and social aspects of green human resource management practices. In contrast, other sectors like the hospitality, health, and pharmaceutical industries have received much ignorance. The outcome of the information extraction reveals that "sustainable performance," "Green human resource management," "organizations", and "dimensions" have the most significant occurrences in the literature separately. Though less iterative, "combining all these data variables" remains a phase. Consequently, this review's findings aid in the effective implementation and development of GHRM and organizational sustainable performance by academics.

Keywords: Green human resource management, sustainable performance, organization, dimensions (environmental, economic and social)

INTRODUCTION

The term "green human resource management" (Green HRM) refers to all aspects and uses of human resource management (HRM) that contribute to sustainable development. While compromising revenue, the idea is to balance corporate and societal objectives. The effects of green human resource management on a country's economic performance (O'Donohue et al., 2016), green performance (Kim et al., 2019), and workforce practises (Pham et al., 2019) have all been studied by academics. Whenever environmental management techniques are implemented, it grows very challenging for an organization to uphold traditional values, incorporate green behaviour into regular operations, and enhance its financial, social, and environmental performance (Al-Ghazali & Afsar, 2021). There is a widespread understanding that the ecological effects of green human resource management can be taken into account at each step of the process because HRM practices assisting organizations in putting in place and sustaining an environmental management system (EMS), which consequently helps people achieve higher ecological performance (Yusoff et al., 2020).

Generally speaking, integrating green human resource management needs businesses to expand considerably and adopt eco-friendly practices. GHRM is crucial to business management for several reasons. Notably, the advantages to the environment, maintaining professionalism and boosting the business's attractiveness. Human resource management research during the earlier millennium focused on how specific practices affected organizational efficiency rather than a group of HRM practices (Awan et al., 2021). According to Renwick et al. (2013), GHRM policies working together could significantly impact the environment and organizational success. As a result, most recent GHRM research has focused on how GHRM impacts efficiency practises. It could affect a company's financial efficiency and ultimately increase productivity. As a result, implementing GHRM practises can increase financial stability for an administration (Hameed et al., 2021). As a result, including GHRM practises in a

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company's approach may enhance its financial outcomes (Hameed et al., 2021).

According to Dost et al. (2019), multidisciplinary dissemination of green ideology can help with these problems. Investigators examined how green management could improve two crucial company processes: innovation and human resources (Roscoe et al., 2019). In order to assess contemporaneous outcomes and the relationships between the various activities, the research recommends examining how green management is dispersed throughout distinct divisions of an organization. GHRM ensures that businesses embrace environmentally responsible practices and broaden their reach. For various reasons, including the benefits to the environment, employee retention, and increasing an enterprise's attractiveness, GHRM is essential for company management (Pham et al., 2019). Developing attention to human resources across numerous organizations, alongside the legal, economic, and other aspects of cleaner business production, results from sustainability and corporate social responsibility. Although human resources are increasingly being referred to as "the soul of the enterprise,", especially in the context of the environment (Jabbour & Santos, 2008), finance is still frequently regarded as "the lifeblood of business" (Renwick et al., 2013). A business can be rebuilt from the rubble with an identical replica of its previous framework and still function successfully, but the absence of crucial human capital might trigger the business flow to slow down. Thus, human resources serve as a company's knowledge base and encourage other businesses to invest more in its prospects (Shahid et al., 2018). In the modern corporate world, terms like "Going Green" and "Sustainability" are frequently used, and these phrases urge every business to adhere to the best standard practices for being "eco-friendly" and "resource-efficient." By encouraging the most effective production adheres that lessen the adverse effects of industrial emissions, trash, and other hazardous substances, the "Go-Green Movement" has produced "Green Jobs" in organizations (government, semi-government, and non-government). According to Shah (2019), as businesses go green, they want to develop a more sustainable corporate culture that increases productivity and lowers costs while boosting employee satisfaction. Revenues rise, and expenditures decrease when promoting an environmentally conscious lifestyle (Longoni et al., 2018; Jamil et al., 2021).

Furthermore, investigations demonstrate how GHRM practises adopted by organizations help to safeguard the ecosystem and promote employee welfare. According to Mousa & Othman (2020), when a business implements GHRM practices and policies, it has a good impact on the health and welfare of its employees. Employers need to include social activities that can have an influence on both their internal (workers) and external (suppliers and customers) communities if they want to maximize the impact of their sustainable performance activities (Awan et al., 2021; Samad et al., 2021). By implementing optimal eco-friendly practices that leave no carbon trail of environmental imbalance, GHRM aids a company in maintaining its knowledge base and supplying complementary business solutions to satisfy long-term sustainability goals (Mehta & Chugan, 2015). Even though GHRM research is currently receiving much attention, much of the earlier work in this area (Lin et al., 2021) focuses on the awareness, adoption, and implementation of green human resource management practices in organizations (Yong & Mohd-Yusoff, 2016; Chan et al., 2016) (Dagilit et al., 2018). Therefore, it is essential to conduct a thorough literature evaluation to investigate the potential effects of GHRM practices on the sustainability of organizations. Through qualitative data analysis tools that employ specific and reproducible selection criteria to discover pertinent gaps in the literature, an in-depth review aids a researcher in classifying and reducing the vast amount of data gathered in the past (Nolan & Garavan, 2019).

The current study offers a concise perspective on the state of this field's investigation and puts forth suggestions for more investigations, as well as to review the green human resource characteristics and sustainable performance comprehensively. The introduction is in Section 1, the theoretical underpinnings are in Section 2, the review approach is presented in Section 3, and the analysis of the SLR results and findings is in Section 4. A discussion and conclusion are provided in Section 5.

THEORETICAL FOUNDATION

Employing a resource-based perspective (RBV), we investigate and analyze the HRM performance of organizations around the globe in the present research. There is no question that human resources influences company performance, and these connections have their origins in current studies on HRM and strategy (Barney, 2001). Businesses with resource-based perspectives examine how their capacity to use their precious, rare, and hard-to-replicate strategic resources may affect their efficiency and competitive edge (Barney, 2001). Since the strategic resources are difficult to replicate or prohibitively expensive for rivals to copy, they will give the organization long-term outstanding results and a continuing competitive advantage (Santos et al., 2020). For the firm's continuous advantages in competitiveness and enhanced efficiency, according to RBV, employee behaviour is deliberately detected, established, inspired, and broadened in GHRM practises (Hameed et al., 2021). When human capital is incorporated into a firm's intricate social system, it typically fits the RBV requirements since it

may enhance performance and give the system a competitive edge. As was said previously, the following section emphasizes establishing hypotheses, and we employ RBV (Barney, 2001) to develop justifications and put out several hypotheses that will be empirically tested in future studies.

With an emphasis on the synchronized growth of the economy, society, and environment, sustainable development first emerged in the 1980s and has since made its way onto the high-level political agenda. Presently, governments and businesses place a high priority on the principle of sustainable development. Research institutions' missions now include SD aims as a critical component (Bettencourt et al., 2011). Since it was first proposed, the notion of sustainable development has gone through several stages of development. There are several definitions of sustainable development in use today. However, there still needs to be understood. The theory of sustainable development has undergone three stages, according to this paper, which incorporates developments of practice and theory grounded in cognitive growth: the stage of infancy (before 1972), the moulding stage (1972–1987), and the developing stage (1987–present).

The idea of environmentally friendly development has steadily progressed from a nebulous notion to a worldwide initiative with a growing quantity of pragmatic insight. In the development process, people should adopt the idea of robust and sustainable development, which necessitates the whole capital rise and rationality of capital structure. Since the advent of the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs), the objective of sustainable development has expanded in scope and become more universal. However, there is still uncertainty regarding intergenerational and intragenerational equity and solid and weak sustainability. There are still issues with weak sustainability and the desire for immediate intra-generational equity. In addition, considering cultural aspects of the local area, enhancing governance capabilities, and placing more emphasis on life support systems are crucial elements in promoting sustainable development.

RESEARCH METHODOLOGY

Review Approach

The systematic review of the existing literature is frequently used to integrate novel research fields (Palmatier et al., 2018; Paul & Criado, 2020; Paul et al., 2021; Snyder, 2019). The present investigation, green human resource management with sustainable performance using a domain-based review methodology, is one of the five types of systematic literature reviews (Lim, 2020; 2021; 2022).

Research Questions

Research on green human resource management is being examined and recognized in the current study concerning sustainable performance and how it influences future advancements. To do this, several research questions have been proposed and explored.

RVQ1. How active is the field of sustainable performance in green human resource management?

To study the subject of inquiry, academics have employed various investigation techniques. Using the following research question, publications were examined in this study concerning their respective research methodologies:

RVQ2. Which methodologies are employed in particular studies?

To accomplish their corporate objectives and maintain their prospective existence, businesses must adopt novel approaches. In light of this, all firms must consider how sophisticated models work. Considering the subsequent research question, we attempt to evaluate the preliminary studies in terms of their contexts and nations:

RVQ3. What are the contexts in which it is commonly used?

SLR Protocol

Recent years have seen an increase in the publication of systematic literature reviews and studies discussing the method. Every procedure step is numbered and categorized the same way in the numerous guidelines that are presently available (Palmatier et al., 2018; Paul & Criado, 2020; Snyder, 2019). Paul et al. (2019) recently created a Systematic Review of Literature, a complete technique incorporating continual training into a complex process.

Search process

The goal of the coordinated searching procedure, consisting of a few phases, is to locate content using the criteria chosen for the study. Phase 1: Research the seven essential websites and summarise the results. Phase 2: Evaluate which articles are especially significant by going over the list of citations for each inquiry on green human resource management with sustainable performance that has been selected. This investigation's computerized search approach made use of academic e-databases. The following steps were used to conduct the keyword searches:

(a) We took critical terms out of the study's questions.

(a) As was already mentioned, we can find equivalents and different spellings for the words.

(c)We construct the search strings using the Boolean operators "and" and "or".

These phases lead to sustainable performance and green human resource management. Scopus was used as an additional database for cross-referencing; it is typically used in model-focused studies. We selected seven critical electronic databases to compile the pertinent literature: Science Direct, Taylor & Francis, Wiley, Elsevier, Emerald, Routledge, and Springer. The databases mentioned earlier were chosen because they were deemed the most suitable and offered the best conference papers and influential publications in sustainable performance and green human resource management. The electronic databases in Table 1 contain the papers that served as the foundation for the study.

TABLE 1 Resources for Systematic Literature Reviews

Electronic Databases	**URL**
Springer	http://link.springer.com/
Science Direct	http://www.sciencedirect.com/
Wiley	https://onlinelibrary.wiley.com
Taylor and Francis	https://www.tandfonline.com/
Elsevier	https://www.elsevier.com/
Emerald	https://www.emerald.com/insight/
Routledge	https://www.routledge.com/

Study selection

Following an investigation that uncovered pertinent publications, the article selection process entails the subsequent phases. (A) Selecting a study based on its topic and title. (a) Access-restricted or closed-access papers are discarded. (c) Duplicate or academically pointless articles are deleted. (d) After reviewing the findings following the investigation's guidelines, it is essential to pick out a few noteworthy findings that could support the review concerns. The introductions, research methodology, findings, and conclusions of the publications are all read. The appropriate articles were selected following the inclusion and exclusion criteria.

Inclusion standards:

1. Only articles that discuss green human resource management with sustainable performance will be included.
2. Studies that use a well-defined research methodology and a recommended framework.
3. The research was published in a journal that also included a conference version.
4. The most recent paper was chosen out of identical ones. We looked at the articles that used the literature evaluation as a springboard for discussing related material and as a place to begin developing this review.

Exclusion standards:

1. Research initiatives without a conceptual or methodological base.
2. Publications that need to discuss how sustainable performance and green human resource management work together.
3. Articles from shady databases or magazines.
4. Documents written in languages other than English.

Quality assessment

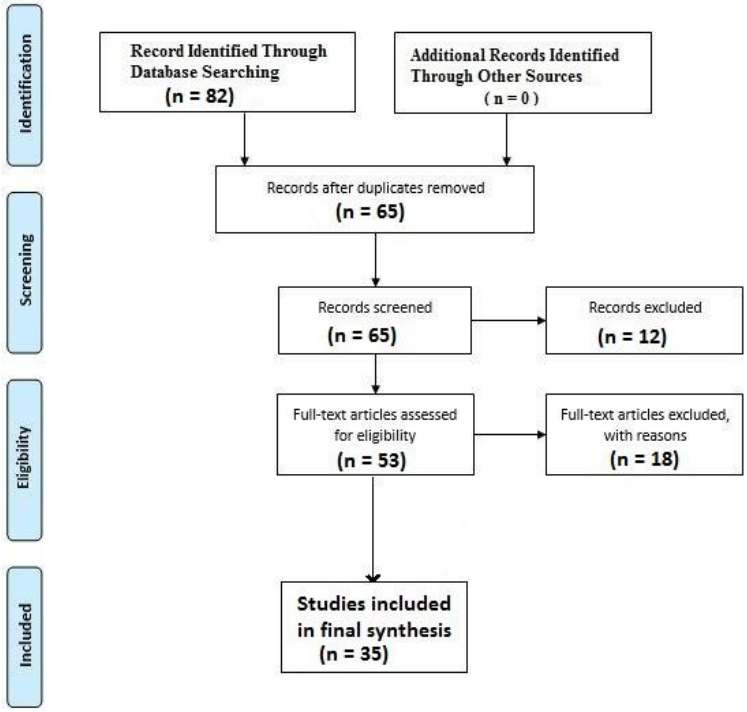
The following quality assessment questions were used to examine each paper in the research more closely: Is the category or field accurately described? 2. does research support the piece, or is it merely an expert-based synthesis of learned insights? 3. Are the research goals specified? 4. Is the setting where the study was done sufficiently described? 5. Does the research design help achieve the study's

goals? 6. Is the final sentence clear and succinct? Does the research cover every facet of sustainable performance and green human resource management? 8. Does the research provide a summary of the topic? 9. Does the research use a tried-and-true methodology to support its analysis? P (Partially) = 0.5, N (No) = 0 or indeterminate (i.e., no explicit data was provided), and Y (Yes) = 1. The rating scheme for the article was developed in this manner. While the question grading helped us examine the literature, it also made evaluating the importance of specific studies when implementing the findings easier. Furthermore, scoring provided more precise inclusion and exclusion standards.

PRISMA Flow Chart of Studies

Out of 82 publications, 100 papers were selected for the initial search or identification phase. To carry out this activity, a systematic review of the database listings of every study is conducted. Scientists and authors were categorized as observers on the topic. In order to collect information from the 65 articles' entire texts for the Eligibility process, correspondence was analyzed. Because it was too generic or ambiguous to suggest genuine study data, our review eliminated 12 other studies. Fifty-three papers were identified as appropriate as a result of this procedure. In the end, the concluding set of articles was further examined to remove the related change data discovered in the design guidelines during the information withdrawal process (referred to as "Contained" in the PRISMA chart). After screening the titles and abstracts and eliminating any worldwide research, 35 articles remained that would be helpful for the reviews. Figure 1 shows the process we used in our research to make sure that PRISMA diagrams may follow related papers.

Figure 1: PRISMA Flow Diagram Shown Study Selection and Extraction Strategy



Some of our previous studies follow this multidisciplinary literature review in this field. To give an overview of recent research in this area, the current study focused on reviewing green human resource management and sustainability publications from 2013 to 2023. This data demonstrates that modification is a growing area of study, with a steady increase in publications since the start of the 2013–2013 decade. Separately from researchers, the data were gathered using the proper protocol and documentation. We were able to gather a variety of significant and outstanding insights with the practice of summarizing and categorizing texts.

As a result, numerous potential future projects and directives have been put forth. It is essential to highlight that the study investigation was well done and provided a solid foundation for the topic. It should be noted that the tacit expression of methods in the abstract and methodological portions of the articles was the main issue during the deployment of the PRISMA technique. To ascertain the precise nature of the modification, the authors must read the articles in their entirety and take a closer look at additional material. Even though the selection method required much time, it aided in carrying out this research by choosing the most pertinent articles.

Data extraction and synthesis

35 of the 53 carefully evaluated items only met our inclusion requirements to enable data extraction and aggregation. The objective is to make accessible materials that include reliable data regarding preliminary investigations. The author, year, study methods, nation, context, and other fundamental data were extracted. These products were chosen to take into account the investigation's goals. Table 2 displays a sample of the data extraction form. Data were gathered, examined, and then extracted. The following sections provide more information about the outcomes of the combining step.

TABLE 2 Form of data extraction

Extracted data	Description
Field Activation	year, authors
Research Methods (Data collection and data analysis tools)	The conceptual study, quantitative study, case study, empirical study, and survey
Contexts	Green human resource management and sustainable performance

REVIEW ANALYSIS AND RESULTS

We provide a summary of the SLR's output in the following paragraphs. There is a list of the chosen articles with some information. Next, we present the findings of the quality assessment of the chosen articles.

Search Results

Parameters from each selected publication were to be extracted during the data extraction stage. The basic information about each publication, the research, the approach, the environment, and the objective are included in the extracted data. Five critical electronic databases have been identified. Appendix-1 contains a selection of papers. For this evaluation, the search process produced 35 publications. The number of research we select from electronic databases is shown in Figure 2. One paper was chosen from the Taylor & Francis databases, while most papers (n=10) were taken from the Wiley database. Additionally, Figure 3 shows the chronological order of studies over time. According to the graph, most papers were released between 2013 and 2023, and since 2016 there has been an indication of increased focus in the field.

Figure 2: Papers in five selected electronic databases

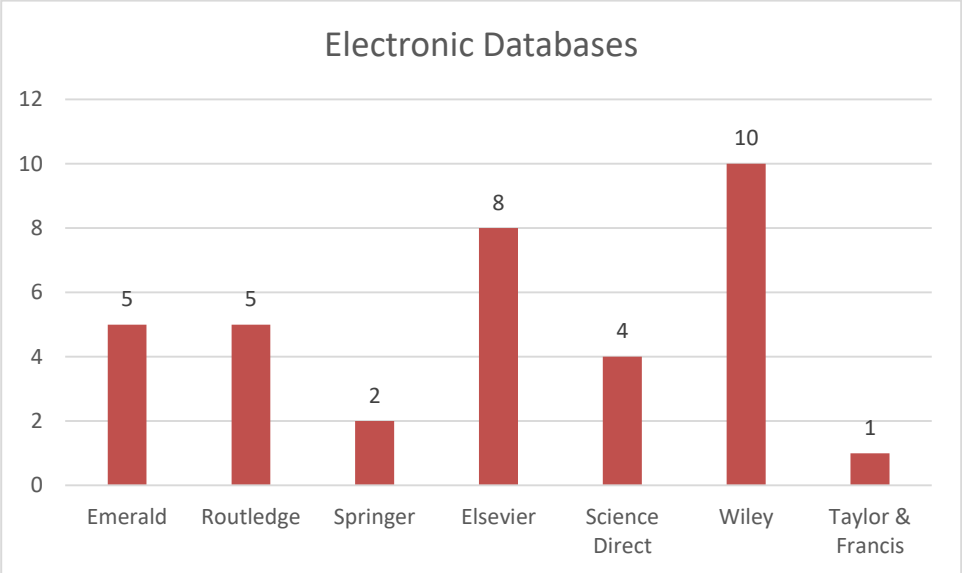
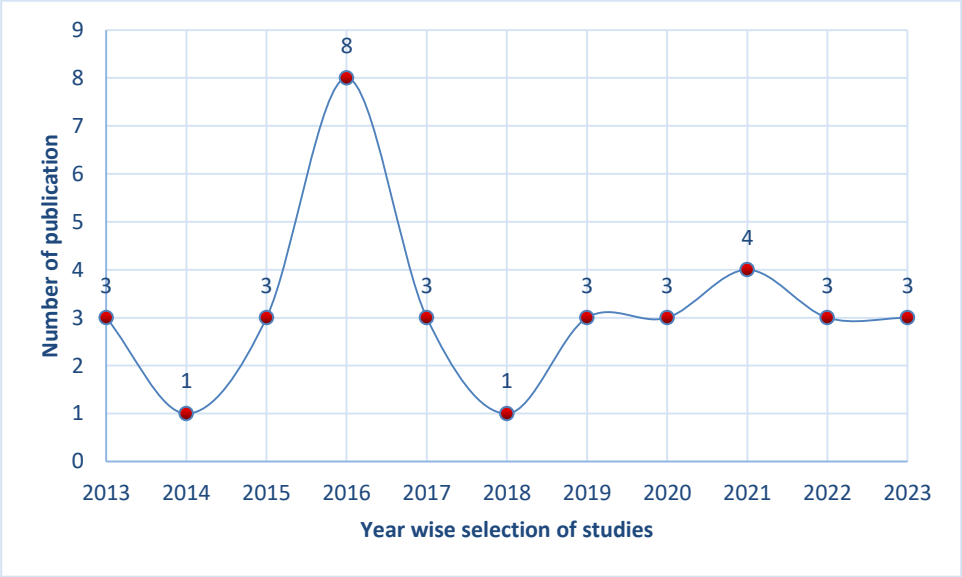


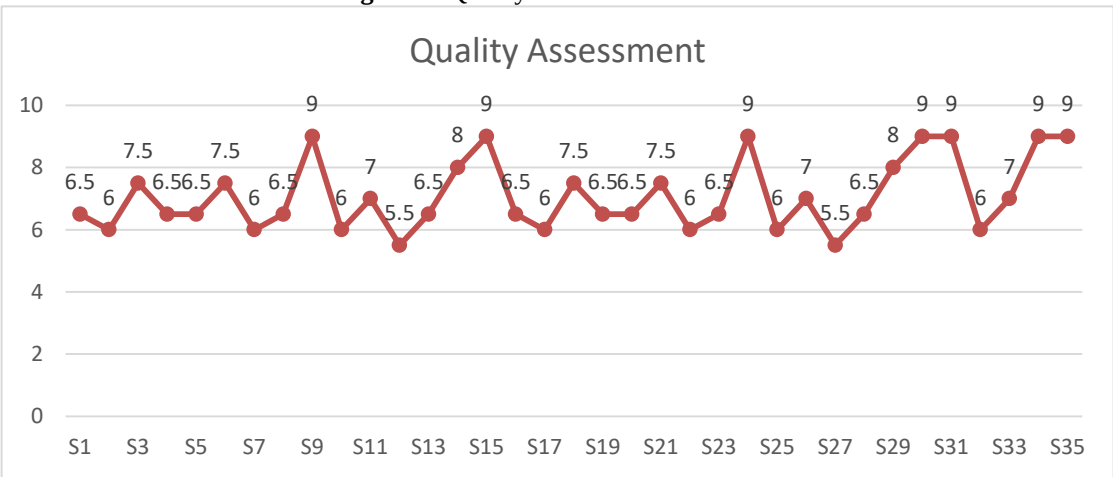
Figure 3: Chronological order of studies over time



Quality Evaluation of Articles

We used nine quality assessment questions to evaluate the overall quality of the included research. Each question can receive a maximum score of 1, with an overall score of 9. Depending on how well it performed, each paper was given points for the questions listed in the methodology section as high, medium, or low. A paper is given a score of 1 if it fully satisfies the requirements, a score of 0.5 if it fulfils some of the requirements, and a score of 0 if it does not fully satisfies the requirements. The total value of a study is rated as high, medium, or low depending on whether it is greater than or equal to 10, 5, or less than 5. Figure 4 illustrates the high worth of the selected research because their quality score is above 5, and more information is available in Appendix 2.

Figure 4: Quality assessment of all included studies



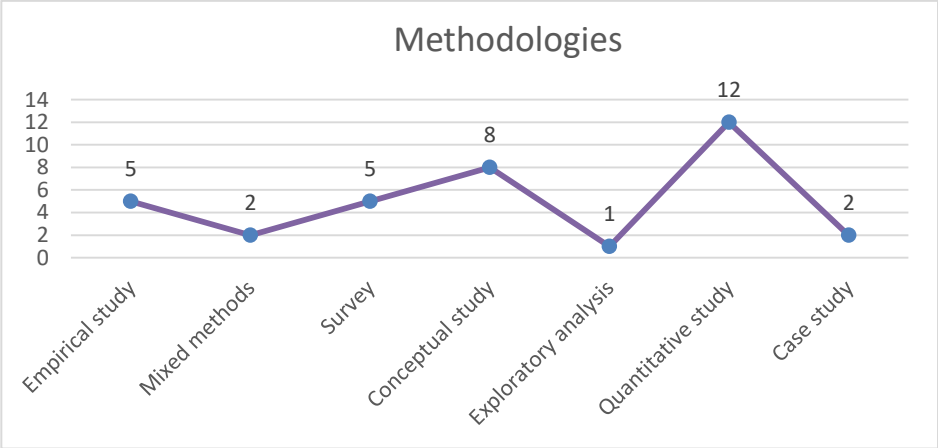
How vibrant is green human resource management with sustainable performance?

The study year has no restrictions that we could detect. The figures in Figure 3 show how many articles are generated annually and show how the clear emphasis will grow between 2016 and 2023. The majority of recently published studies have concentrated on offering a plan to encourage organizational creativity and innovation and improve long-term performance. In light of these explanations, researchers have looked into how green human resource management relates to sustainable performance in organizations. Most articles published between 2013 and 2023.

Which methods of research are employed in particular research?

Figure 5 presents a summary of the findings from this study, which examined the research methodologies used in a few investigations.

Figure 5: Methodologies of selected studies

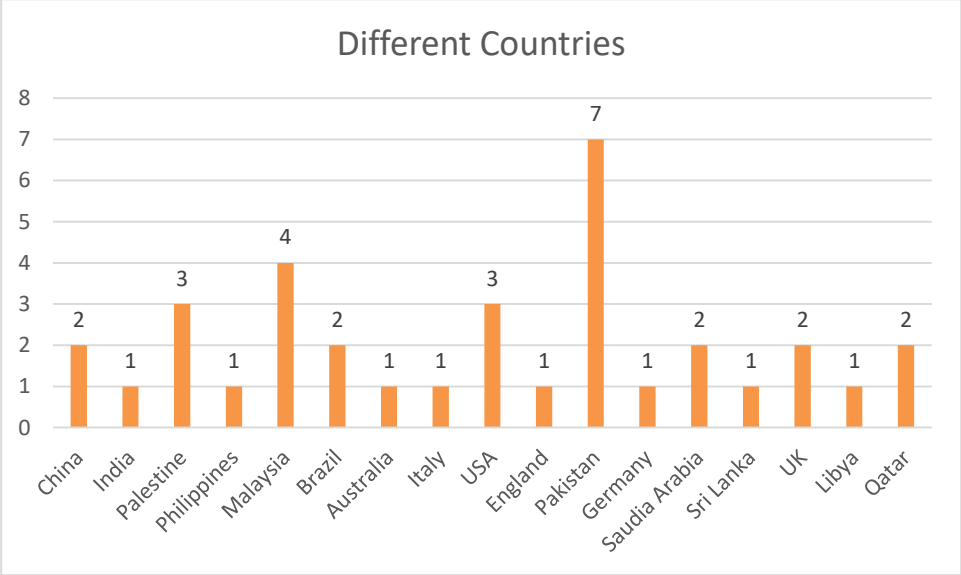


This graph showed that most of the chosen researchers (34.3%) used survey research as their primary quantitative approach. Surveys, mixed methods, empirical investigations, and case studies made up around 65.7% of all the articles that used conceptual papers. Our research reveals that action research is only applied in a small number of studies since it requires effort to investigate and observe an individual across numerous settings. This makes the study more significant and costly than others. Nevertheless, conceptual and empirical research methods vary widely across studies. Several kinds of study methodologies are used in this sector.

What are the contexts in which it is commonly used?

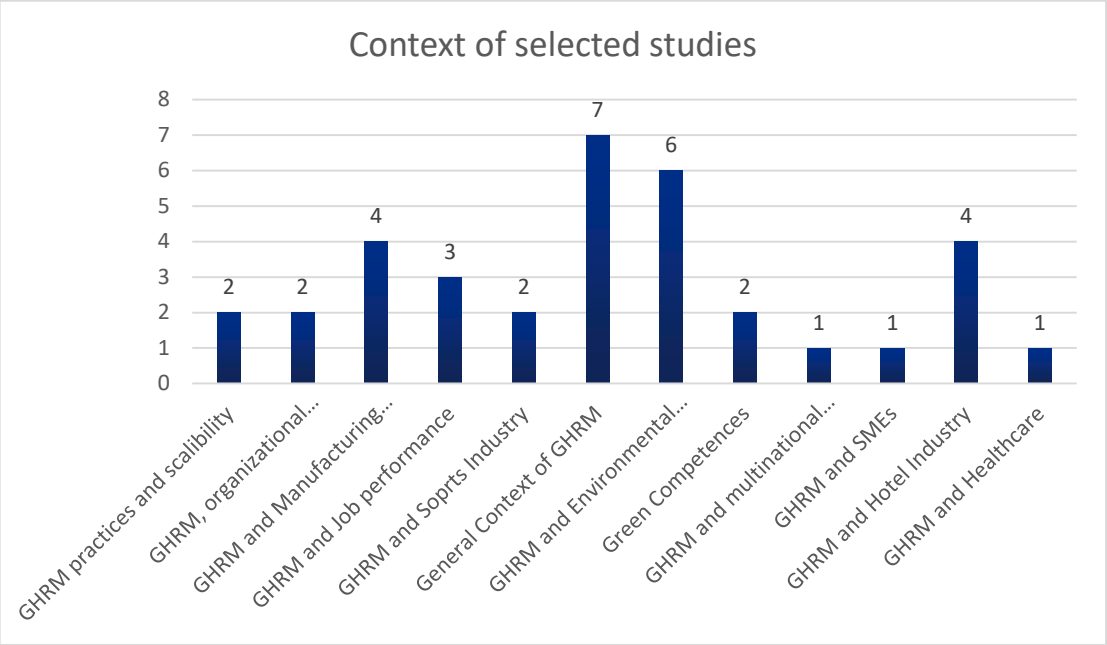
According to the study of a few selected papers on GHRM with sustainable performance, investigators have looked into various scenarios and countries. Figure 6 demonstrates that most studies were carried out in Pakistan. More information has been provided.

Figure 6: Research papers from different countries



In six different contexts, including three distinct contexts (conflict ripeness). Figure 7 shows that most contexts need more research; academics have looked into GHRM and its factors. In the field, there is a requirement for scholars to pay more attention to these sectors and other situations that are not included in Figure 7—the majority of the chosen papers omitted any context. Consequently, we regard ourselves in a broader context.

Figure 7: Research papers in a variety of contexts



DISCUSSION AND CONCLUSION

The pertinent studies for locating the intersection of sustainable development significant to GHRM were selected for this review. Seven databases were examined. The papers were additionally selected through inclusion and exclusion criteria, abstract analysis, and title and keyword analysis of the results. Our study found a substantial rise in articles regarding studies that began in 2016. New developments in the sector showcased studies on the relationship between green organizational performance and green human resource management. Less attention has been paid to studies that combine GHRM with organizational development and sustainability factors. A comprehensive SLR was performed as a consequence. 35 articles between 2013 and 2023 were chosen. After the assessment, only twelve of these publications were kept to be examined in diverse situations and reviewed in seventeen other countries. This selected research has looked at twelve different scenarios.

Most publications have focused on how green organizational performance and human resource management are related to specific industries. Moreover, fitness and medicinal industries have always got less attention. So, it needs to more focus on these industries with industries and other scenarios not depicted in Figure 7 in the field. The majority of the selected studies were context-free. We view them as the overall context as a result. Therefore, it is suggested that scholars take emerging countries into account. The chosen articles' research methodologies were then reviewed. Most papers used the survey methodology; other approaches were used less frequently. An environmental component is one of the core elements of such goals. Through these contributions and our analysis of the subject, which included defining a future research agenda based on a thorough assessment of the literature for the previous 10 years, we sought to advance the level of knowledge on this emerging topic. We raise an understanding of green organizational performance, GHRM literature factors, and green human resource management, and we tell the research audience about the growing potential for additional study. Although this subject of study is still in its infancy, it needs to be further explored via substantial conceptual and empirical work to stay up with the technology's quick changes and the business environment's shifting dynamics. This review and the papers in the paper will advance the body of knowledge, serve as a reference for business organizations and HR specialists, and promote dynamic adjustments to long-term organizational performance to acquire and maintain competitive advantages. A topic can be tested in several contexts and locations by academics. As a result, businesses and researchers can use the results of their studies to adopt and enhance GHRM and sustainable development. The current assessment lays the groundwork for future research on green behaviour, fulfilling the needs of the environmentally conscious market, implementing sustainable improvements, and achieving the aims of sustainable development.

IMPLICATIONS

Theoretical Implications

The current study adds to the body of research on resource-based valuation (RBV) by analyzing the combined effects of resources (GHRM) and its factors on sustainability performance (Renwick et al., 2013). Therefore, this study shows that applying GHRM can improve the adoption of green practices by businesses, which would improve the sustainability of those businesses. Additionally, this data strengthens and supports conventional wisdom. Our research is employing environmental management strategies in the fields of innovation as well as human resources can lead to increased sustainability. Developing GHRM practises is crucial for environmental plans in light of these findings. As a result, this study's findings align with those of other studies that have highlighted the significance of having a successful green HRM programme (Pham et al., 2020). The relationship between green human resource management and innovation practises, which has yet to be investigated in the manufacturing sectors of developing nations, can lead to more sustainable enterprises (Chaudhary, 2020). Studying the interactions between the three main GHRM components (economic, social, and environmental) in manufacturing for sustainability also advances research on sustainable performance. Therefore, identifying these connections helps us understand the importance and applicability of GHRM in manufacturing contexts to achieve social, economic, and environmental sustainability.

Managerial Implications

From a practical standpoint, research helps manufacturing businesses set environmental strategic goals connected to specific elements of their HRM practices. Employees will play a significant role in determining environmental policy (Mousa & Othman, 2020). According to empirical data, businesses must implement an environmental management strategy that attracts operations and human resource managers to secure long-term viability. The management should therefore keep investing in cutting-edge techniques and develop cross-functional management strategies for environmental management. This research also gives management recommendations on how to enhance sustainable performance. Paying extra attention to this issue may be inconvenient because incorporating environmental norms outside of organizational bounds is not a strong predictor of a firm's performance. Management should concentrate on human resources, for instance. Also, senior management needs to recognize that resistance to change might impede the adoption of sustainability while pushing green recruitment and selecting and offering enough environmental awareness training to all staff. Encouraging green employment and choice will help to overcome this obstacle easily.

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