

Review Article

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Green Human Resource Management from 2020-2026: A Comprehensive Review and Framework for Sustainable Organizations

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ABSTRACT

The article advocates for the amalgamation of the predominantly distinct bodies of literature in Environmental Management and Human Resource Management research. The research classifies the current literature according to the Ability-Motivation-Opportunity (AMO) theory, elucidating the function of Green Human Resource Management procedures popular in personnel management practices. The study employs a systematic literature review approach by integrating peer-reviewed publications published between 2020 and 2026 to analyse the evolution, practices, and theoretical foundations of Green Human Resource Management. The contributions of the paper include synthesising existing literature, mapping the terrain of the discipline, finding gaps in current research, and proposing possible productive future study guidelines. The study findings indicate that comprehension of the impact of Green Human Resource Management practices on employee motivation to engage in environmental activities is less advanced than the understanding regarding how organisations cultivate green capabilities and offer opportunities for employees to participate in Environmental Management initiatives.

Organisations are not fully utilizing the scope of Green Human Resource Management techniques, which may limit their efficacy in enhancing Environmental Management. The analysis also provides practical implications for enterprises by emphasizing the strategic integration of GHRM approaches to increase environmental sustainability, green innovation, and organizational performance. The uniqueness of this research stems from the amalgamation of Environmental Management and Human Resource Management literature via the AMO theoretical framework, while indicating theoretical, empirical, methodological, and contextual research deficiencies and proposing an extensive research agenda for forthcoming GHRM investigations.

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Introduction

Due to escalating environmental consequences, firms worldwide are anticipated to assume accountability for environmental management. According to economists, environmental management is imperative globally, as rising industrialisation, entrepreneurial activities, and foreign investment will foster economic growth while simultaneously increasing resource demand and contributing to environmental pollution [1].

Recent worldwide interest in environmentalism has surged, particularly due to specific accords aimed at combating climate change, such as the 2020 Atlantic Hurricane Season, 2022 Pakistan Floods, 2022 European Heatwave and Drought, 2023 Hurricane Otis, 2023 Canada's Record Wildfire Season, 2024 Brazil and Spain Floods, 2025 Pakistan and India Floods, or from damage/pollution caused by notable industrial disasters. The top 5 industrial disasters from 2020 to September 2025 include a March 2025 London substation fire, a Tunis gas depot blast, an Indian

rubber factory boiler explosion, a Spanish coal mine blast, and multiple early 2025 incidents like Valero Refinery explosions in Texas, a Malaysian chemical recycling plant fire, and a Japanese dust blast. In the domain of management, there is an expanding body of study on green marketing green accounting and Green Retailing and green management broadly [2-5]. In contrast, Human Resource Management studies that focus on green practices, often known as Green Human Resource Management, which pertains to the Human Resource Management components of environmental management (EM), are very varied and fragmented [6].

The main purpose of this review is to critically investigate and integrate the latest advances in Green Human Resource Management and its role in the context of the new green economy and the sustainability of the organization. In particular, the review aims to highlight the most relevant Green Human Resource Management practices, structures, models, and concepts that have developed from 2020 to 2026 for the sustainable organisation, such as green recruitment and selection, green training and development, green performance management, and green reward systems [7]. The study also wants to assess the impact of these practices on environmental performance, organizational sustainability, and green innovation;

and examine the role of leadership and organizational support in effectively implementing Green Human Resource Management [8].

This review answers several key research questions that are germane to the above goals. What are the key frameworks, dimensions, and practices that characterize Green Human Resource Management in 2026? Second, what is the relationship between Green Human Resource Management practices and organizational sustainability, environmental performance, and green innovation outcomes? Third, how do inclusive leadership, culture, and employee engagement contribute to the effectiveness of the Green Human Resource Management initiatives? Lastly, which issues, obstacles, and prospects are identified in the current literature on Green Human Resource Management with regard to the implementation and sustainability of green Human Resource practices?

Although scholars have started paying attention to Green Human Resource Management, there are still some significant gaps in the literature. First, most of the studies have concentrated on the individual Green Human Resource Management practices instead of on the integrated Green Human Resource Management systems and their long-term effect on organizational sustainability. Second, empirical evidence from developing countries is still limited, and this results in geographical imbalance in the literature. Third, the moderating effect of inclusive leadership, digital transformation, and organizational culture on the relationship between Green Human Resource Management and sustainability outcomes is not well explored. Moreover, there is a lack of research that focuses on the role played by Green Human Resource Management within changing green economy environments for green innovation and sustainable performance. Future research is needed to examine the mechanisms by which Green Human Resource Management affects environmental and organizational performance to better understand how Green Human Resource Management works in the future.

The results of the recent review of the literature on Green Human Resource Management suggest that the concept should be incorporated into organisations' human resource policy and goals comprehensively. Green Human Resource Management practices can be combined with sustainability agendas and green economy objectives to enhance the long-term performance of the environment and organisations. Furthermore, the cultivation of green and inclusive leadership skills should be promoted, as leaders have an important role in encouraging sustainable and innovative behaviour and cultivating a sustainable culture among employees. Ongoing investment in environmental education, green skills training, and sustainability training programs is also necessary investment to increase the awareness, commitment, and participation of employees in environmental programmes. In addition, measurable environmental goals should be included in performance measures and incentives for organizations to reinforce pro-environmental behaviours and accountability. Lastly, providing employees with a platform to participate in decision-making and other green workplace initiatives can help in enhancing the commitment of the employees, encourage innovation, and help in the successful implementation of sustainability strategies.

This work makes the following contributions: first, it surveys and consolidates human resource components of environmental management; second, it delineates the landscape of this discipline; and third, it proposes prospective directions for additional research in green human resource management. We are addressing requests in the literature to merge Environmental Management and Human Resource Management as a study focus, to broaden the scope of Strategic Human Resource Management to include sustainability

concerns, and specifically to respond to the inquiry posed, "Does human resource management play a role in pollution prevention?"

Research starts with an examination of the selected approach, followed by the presentation of the hypothetical framework utilised to organize the analysis. Subsequently, we advance through an examination of the literature concerning the human resource dimensions of emerging markets. Finally, we address the challenges identified in our literature assessment and present overarching judgments regarding the field's current status, subsequently highlighting areas for prospective research.

Research Methodology

In accordance with the objectives of the article, a systematic review was conducted. The use of an archival technique utilised a credible knowledge foundation in the Green Human Resource Management domain [9]. Our systematic procedure involves classifying and organising the extant literature in Human Resource Management and Environmental Management, together with the entirety of Human Resource Management activities, utilising publications from over six years (2020 to 2026). This periodisation facilitated the monitoring of the field's evolution, as Green Human Resource Management publications were excluded if the review did not concentrate on Environmental Management and Human Resource Management, which are clearly specified concepts [10].

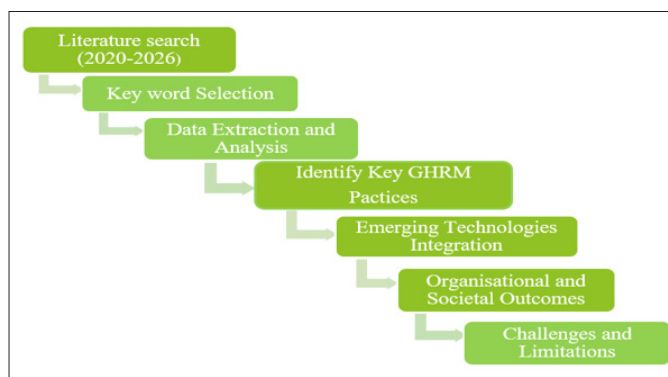


Figure 1: Flow Chart

Over 120 reviewable books, journal articles, edited volumes, and discussion papers were created using this strategy. These studies focus on reviews that offer empirical evidence or formulate theoretical propositions concerning the relationship between Environmental Management and Human Resource Management. Articles are excluded that just offer unsubstantiated recommendations for what organisations should not undertake to advance Green Human Resource Management. This evaluation utilises several Green Human Resource Management techniques drawn from many sources, comprising corporate information, case studies, and survey results [11].

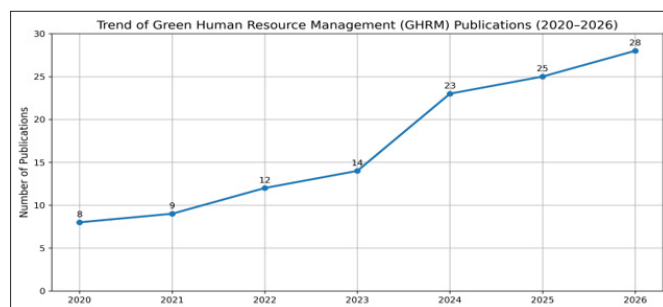


Figure 2: AI-Generated Trend of GHRM

In determining the pertinent people management issues to incorporate in an evaluation in Green Human Resource Management, we employ the Ability–Motivation–Opportunity theory to pinpoint the critical Human Resource Management domains that will influence Environmental Management results. This framework is among the most often employed conceptualisations of how Human Resource Management practices affect empirical organizational performance in research [12]. The Ability-Motivation-Opportunity theory posits that Human Resource Management approaches that augment the human capital of the company through enhanced human competencies lead to better consequences, such as greater efficiency, less surplus, superior excellence, and profitability enhancement [13].

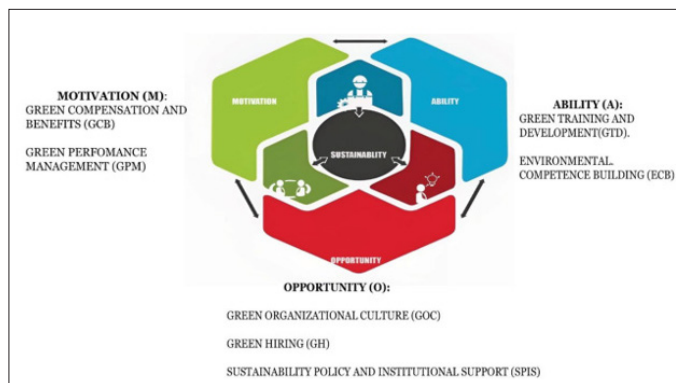


Figure 3: (Courtesy of Sultana and Golder)

The Ability–Motivation–Opportunity theory holds that Human Resource Management operates by increasing employees’ Ability through recruitment and development; improving Motivation via incentives and performance management; and providing Opportunity by allowing participation and autonomy for employees. Pinpoint the critical Human Resource Management domains that will influence Environmental Management results [14].

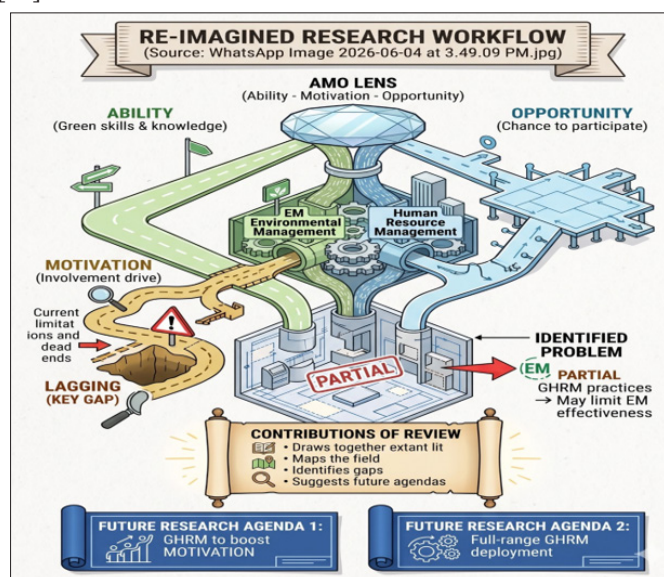


Figure 4: (Source: AI-Generated)

The Ability–Motivation–Opportunity theory posits that Human Resource Management approaches augment an organization's enhancement of human potential through better skills and abilities, leading to better results, such as greater production, minimizing waste, superior quality, and profit enhancement [13].

Specifically, Ability–Motivation–Opportunity holds that Human Resource Management operates by increasing employees’ Ability through recruitment and development; improving Motivation via incentives and performance; and facilitating potential by allowing participation and autonomy for employees [12].

Literature Review

Fostering Green Competencies: Attracting and Cultivating Skilled Personnel



Figure 5: (Source: Process.st)

Recruitment and Selection

Recruiting top-tier personnel remains an important Human Resources issue in the competitive war for talent. Recently, organisations have been increasingly using Green Human Resource Management practices as a mechanism for employer branding appeal to younger job seekers who place a high value on environmental sustainability [15]. Research shows that prospective employees are more attracted to firms whose values align with their own, especially when the Glassdoor public image, corporate reputation, or employer value proposition explicitly emphasises environmental initiatives. For example, exploring the antecedents of Green Human Resource Management identifies employer branding as one of the major bundles of practices that shape how attractive a firm is, particularly where environmental concerns are prominent [16].

Another recent study in the hospitality and tourism (H&T) sector found that employer branding significantly boosts both attraction and retention of skilled employees, especially when job postings and recruitment materials highlight environmental, social, or sustainability values alongside compensation and other more traditional job features [17].

Finally, a case study from Canada confirms that among the attributes of employer branding, corporate reputation, remuneration, and work-life balance, a strong environmental commitment enhances an organization’s appeal to job seekers [18].

These findings correspond with signalling theories in recruitment and selection, wherein applicants, due to inadequate information throughout the recruiting process, utilize organizational qualities, such as environmental image and reputation, to infer the firm's future intentions and behaviours. Consequently, research conducted in the United States, employing surveys and experimental methodologies by Kilson and Guerri, indicates that university students are drawn to organizations that possess pro-environmental reputations [19,20].

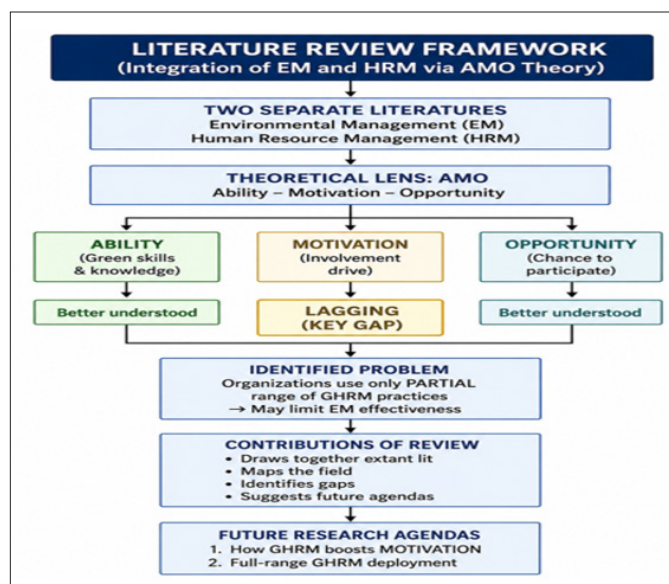


Figure 6: (Source: AI-generated)

Ren research indicates that A Corporate Social Performance measure, incorporating a 'natural environment' evaluation, exhibited a positive correlation with selection attractiveness just for job seekers possessing elevated hierarchies of employment selection [21]. Persons possessing elevated skill and education levels may enable organisations with strong reputations for Environmental Management to get a competitive edge in recruiting potentially high-performing personnel. Zhang research on graduate business students revealed that more than fifty percent indicated a willingness to accept a reduced income to work for an ecologically responsible firm.

Applicant inclinations towards green firms appear to be affecting organisational practices, as certain employers are progressively swayed by the 'Green job applicant' mentality in formulating their recruiting methods. Establishing and maintaining an environmentally-focused organisation necessitates the recruitment of workers who are committed to participating in activities related to managing the environment. The Green agenda seems to influence the qualities that certain firms want in new recruits. Despite the limited number of systematic studies on 'Green-collar' recruitment practices, an expanding advisory sector of self-help resources exists, providing guidance on securing a green job, which incorporates case studies and employer interviews regarding their hiring methodologies [22]. This study examines the implementation pertaining to job descriptions and employees' requirements that highlight environmental factors, as well as interview processes that assess applicants' attitudes, views, and understanding of environmental issues.

Employee Training in Emergency Management

Training is well acknowledged in the literature as a crucial involvement in Green Human Resource Management, primarily to enhance employee environmental awareness consequences of the organization's operations to provide employees with essential skills, such as the collection of pertinent waste data and to elevate the firm's level of 'eco-literacy' and environmental proficiency [23]. Frontline workers who are well-trained and care about the environment are in a great situation to find and reduce waste production [8].

Training on environmental concerns is becoming prevalent in several nations. Innovative Environmental Management methodologies are regarded as 'labour-intensive' and reliant on expertise enhancement via staff training. An effective strategy for environmental advocacy requires heightened personal awareness, information, and skills about processes and materials, which in turn demands comprehensive training in Environmental Management to foster affective and emotional engagement with environmental issues. Data from surveys and interviews with personnel at the factory level across efficient vehicle assembly factories in Japan and North America indicate that Human Resource procedures promote enhanced environmental education and the development of competencies essential for waste minimization [24].

It would appear that environmental training initiatives, spearheaded by trade unions, are further forward in Europe than anywhere else [25]. Members of the Trades Union Sustainable Development and Advisory Committee have been appointed by the British Trades Union Congress to encourage all United Kingdom businesses to provide their employees with better training in energy-efficient technology. All Modern Apprenticeship curricula should include lessons on sustainable development, according to British unions.

Numerous challenges are highlighted in the scholarly research about the implementation of training and development in Environmental Management, particularly the necessity to address uncertainty among workers about the significance and its relation to the associated matters [26,27]. Cynicism partially stems from the delivery of such training in an excessively 'politically correct' style, characterised by an overemphasis on Environmental Management enforcement and an authoritarian approach. Consequently, organizations may need to enhance their training in Environmental Management and, as with any training initiatives, meticulously evaluate their overall success. Additional training issues in Environmental Management encompass the re-education of people displaced from 'polluter' sectors, ensuring managerial compliance in permitting staff to attend training, and incorporating management systems into performance evaluations. The Institute of Environmental Management has organised and implemented training seminars for environmental administrators to address training issues, focusing on enhancing awareness and abilities in environmental management [28,29].

Ecological Awareness

The success of training depends on the establishment of an environmental knowledge base. Zhang, Liu & Li indicate that the majority of environmental programs integrate many categories of knowledge. A study based on self-reports from managers in China indicates that they possess a 'strong tendency' to engage in environmental initiatives, and environmental knowledge and values operate as determinants of individual ecological actions [30]. Challenges in the generation of China encompass problems in establishing connections between environmental education, knowledge, and behaviours; the disproportionate and frequently adverse effects that managers exert on the natural environment; the discrepancy between self-described managerial behaviours in environmental management and their actual implementation; and the environmental challenges encountered by Chinese corporations [30]. Given that managing environmental effects is now regarded as a collective duty among all employees, it is crucial to include their tacit knowledge in Environmental Management to detect pollution sources, manage emergencies, and devise preventative measures.

Leadership and Management Development

Training for managerial personnel is essential for Green Human Resource Management. Business schools may help train future environmental leaders by creating a new 'evolutionary trajectory' towards sustainability and environmental understanding [31]. Environmental management is progressively integrated into Master's in Business Administration (MBA) curricula in nations like China, and is seen as a form that equips managers to initiate initiatives in environmental management [30]. Historically, management education has not been perceived as a leader in Environmental Management, generally regarded as a solitary and "non-essential part" of business school pursuits [32]. Recent affirmative evidence indicates a modest, although increasing, figure of "Eco-MBAs", together with survey data revealing that a greater proportion of MBA programs are integrating environmental issues into their curricula [33].

Environmental Leadership

The findings indicate that their individual principles were more focused on ecological concerns, adaptable, and beyond oneself, compared to those of managers in other sectors of organizations. Personal values affect green leadership behaviours, revealing that individual champions of ecological initiatives are motivated by their own values rather than a universally applied decision-making framework [32]. Research examining the influence of leaders' cognition on their firms' reactions to adverse environmental conditions in China reveals that Chief Executive Officers (CEOs) often advocate for new initiatives based on their own beliefs and ideals. Managerial attitudes and norms are identified as significant motivators for engaging in proactive environmental management behaviours, according to a study of firms within the United States wine industry. Incentivizing environmentally conscious staff, Performance evaluation, and assessment [34].

Implementing Performance Management in Environmental Management has several obstacles, specifically in assessing environmental performance criteria across different organisational divisions and acquiring actionable data on the environmental performance of units and individuals. Certain companies have tackled this issue by implementing extensive environmental performance standards and green information systems/audits to get critical data on environmental performance. A method for efficiently implementing Green Performance Management systems is to establish performance indicators for each environmental concern risk category [35].

Green performance evaluation covers subjects like ecological occurrences, the use of environmental duties, and the statement of environmental issues and guidelines. Environmental issues pertain to the necessity for managers to be responsible for environmental management performance alongside broader performance objectives. Performance management systems may use suspensions, criticisms, and warnings to drive staff to execute environmental changes, particularly if they fail to adhere to sound environmental management practices. Nonetheless, using negative reinforcements does not inherently instruct personnel in effective environmental management practices and may lead to employees concealing environmental issues at their origin due to self-protective behaviours [22].

Compensation and Incentive Structures

A strategic approach to reward management is evident, marked by the alignment of compensation practices with business objectives. Evidence exists regarding firms creating incentive

schemes to incentivize executive management, particularly for top executives. Recent research, such as the study of Chen, indicates that executive remuneration incentives substantially improve company Environmental, Social, responsible leadership has a substantial and positive direct effect on both social and financial performance and Governance (ESG) ratings through pathways such as improved sustainability practices, improved transparency in environmental reporting, also enhanced financial performance [36,37]. Consequently, emerging data suggest that compensating for environmental performance (analogous to earnings management in a sustainability Environmental, Social, and Governance (ESG) context) is effective: for example, Executive compensation plans see a significant increase in climate metrics, rising from 25% to 54% within a mere two years shows that many S&P 500 firms are now linking executive compensation to climate-related goals [38]. Nevertheless, these investigations do not fully resolve the problem of causality. Firms may be responding to concerns around environmental performance by implementing management incentives rather than incentives being the catalyst. There is also a strong relationship between earnings management, incentive alignment, and Environmental, Social, and Governance scores, but the effects are weak and mixed.

Compensation and employee management connections for other personnel are hardly documented in the literature. Examples of reward schemes that are based on competence and are designed to incentivize frontline staff to acquire specific environmental competencies are still relatively rare in recent studies, although there is work on green skills recognition. Showing that some enterprises encourage integrating "green skills" staff awareness, fostering attitudinal change, and ensuring adherence to environmental regulations [39].

Consequently, organisational practices on the integration of employee motivation and incentives for those under senior management predominantly emphasize non-monetary recognition benefits for employee motivation. Recognition-based incentives for employees in Environmental Management, such as company-wide public acknowledgment, are still practiced, though the recent literature has more focus on Environmental, Social, and Governance metric-based pay for executives rather than detailed non-monetary rewards for frontline staff [40].

The implementation of Environmental incentives and acknowledgments, including regular commendations and corporate awards, significantly influences employees' propensity to develop eco-initiatives. These activities foster a transparent communication style that motivates employees to express their environmental thoughts candidly and without inhibition. In Britain, examples of corporate practices include the implementation of vehicle benefit schemes favouring electric or hybrid vehicles: for example, Standard Chartered's United Kingdom Electric and Hybrid Vehicle Salary Sacrifice Scheme allows employees to access plug-in hybrid or electric vehicles via salary sacrifice. Other incentive programs promote environmentally-friendly vehicles through company car schemes [41].

Facilitating Sustainable Opportunities: Employee Engagement

Broader employee engagement in EM, as opposed to limiting participation to managers and specialists, is frequently regarded as essential for achieving good outcomes [42]. While market, commercial, and regulatory pressures are primary motivators of Environmental Management, workers frequently exert pressure on firms to tackle environmental concerns. Enterprises reveal

that organizations exhibiting greater positive environmental commitment are positively correlated with workers as a source of pressure. A Belgian study of major polluters, determined by environmental taxes paid, reveals a substantial correlation between corporations that self-identify as environmental leaders and those that prioritise their employee stakeholders [43].

Employee involvement in Environmental Management has been documented to enhance critical outcomes of Environmental Management systems and diminish workplace pollution [44]. More recently, studies have shown that green Human Resource Management practices and employee commitment to sustainability significantly improve environmental performance [45]. A diverse array of strategies exists to enhance emotional intelligence in emergency management, alongside conventional. For instance, low-carbon champions workplace recycling initiatives, the formation of dedicated Green Environmental action teams to engage staff in enhancing corporate environmental sustainability and promoting employee utilisation of telecommuting, videoconferencing, car-sharing, and remote work [46-48].

Employee participation in Environmental Management appears to exert influence via three fundamental processes: Firstly, by leveraging employees' tacit knowledge acquired from their intimate connection for the production process secondly, by involving and empowering employees to propose enhancements for environmental performance and thirdly, by fostering a culture at work that endorses Environmental Management advancement initiatives [42-50].

Tacit Knowledge

Research on smelting facilities in Canada, specifically inside copper and oil refineries, highlights the significance of workers' implicit understanding in recognising pollution sources, resolving emergencies, and formulating preventative measures (no recent specific facility studies located). Research on employee involvement in environmental management efforts at the NUMMI automotive company in the United States revealed that employee input significantly enhances Environmental performance and is enhanced by the knowledge and abilities that workers possess, which may not be available to managers [51].

Research advances our understanding of how employee knowledge integrates with management and technical expertise to enhance Environmental Management. The research delineates two primary mechanisms for employee involvement in environmental initiatives: personnel participate in Environmental Management initiatives mostly during the execution phase rather than the beginning stage. Environmental and engineering experts predominantly led the initial phase. Research analysis indicates that the involvement of workers in Environmental Management projects should not be viewed as passive; rather, their contribution of contextual, processual, and interorganizational knowledge, alongside the external expertise of specialised managerial and technical personnel, facilitates the efficient resolution of environmental issues. The ethos and frameworks of lean production facilities, such as minimum buffer stocks that guarantee immediate input on issues, promoted the amalgamation of knowledge between workers and experts in Environmental Management initiatives [52].

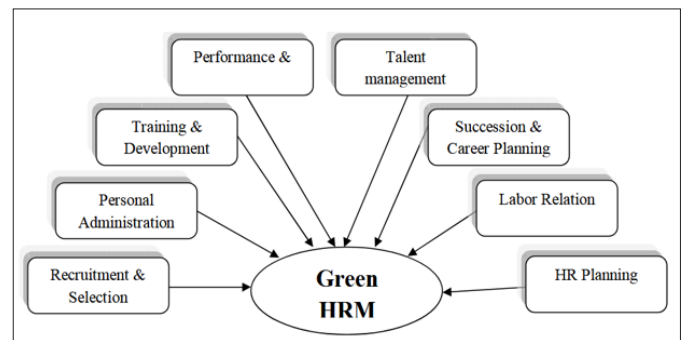


Figure 7: (Source: Deshwal P)

Empowerment and Involvement

The commitment of high management to environmental management systems is viewed as foundational. The basis for Environmental Management may be constrained in its efficacy without broader employee participation. Nurul Fazlin Abdul Rahman & Zuraina Dato' Mansor succinctly state that effective environmental impact strategies and tasks are essential for the management of pollution. An organisational effort devoid of employee participation is ineffective. Instead of merely ensuring adherence of employees to environmental management systems, it is essential to engage the engagement of public sentiment and understanding in the environmental movement, thereby motivating them to take ownership of energy management. In Comparison, case studies of the United Kingdom and the United States organizations indicate that enhancing employees' psychological empowerment is essential for environmental management, as it fosters their propensity to propose recommendations for environmental enhancements. Data collected from 200 Australian manufacturing enterprises reveal a significant relationship between the level of employee empowerment in environmental management and the resulting environmental performance.

Substantial data indicate that encouraging supervisory and management actions in environmental projects is crucial for encouraging staff involvement in environmental management. Khan, Gogia, Shao investigation into employee 'eco-initiatives', distinct as actions undertaken by employees to enhance the analysis of the company's environmental performance, uncovered a notable connection between managerial behaviours and competence development, communication, recognition, reward of employees, and their participation in groundbreaking ecological projects [8].

Fostering Supportive Environments for EM

In the Environmental Management literature, a prominent theme is that successful results are attained not solely through modifications to production procedures, raw materials, or products; additionally, transforming business culture to instil deeply rooted values that promote long-term sustainability. A culture within an organization that fosters Environmental Management inspires employee initiatives and provides the autonomy to take part in activities that enhance environmental outcomes. Employees should be adequately informed about environmental challenges affecting their workplace and increased employee participation in Environmental Management is regarded as essential for fostering supportive cultures. Paille argues environmental intelligence is a fundamental component of an advanced environmental strategy, as it promotes a workplace culture rooted in ecological values. The origins of these cultures arise from managers exhibiting commitment to environmental issues. Additionally, the environmentally-centric ideals of workers and their involvement

in environmental management activities are deemed crucial for effective environmental management [47].

The union's participation in Employment Insurance and Employment Management. Trade unions possess a longstanding past of engagement with ecological issues, primarily due to their commitment to securing safer and better workplaces for their associates and safeguarding employment. More recently, they have also sought to motivate companies to generate new green jobs and to expand influence within the workplace. The Trade Union Congress's "Greener Workplaces for a Just Transition" toolkit in Britain advocates for unions to play a pivotal role in developing joint environment-climate-change agreements with businesses to enhance employee participation in Environmental Management. For the Trade Union Congress, a sustainable workplace must expand the responsibility of shop stewards to encompass environmental management issues [53].

Current advances in the United Kingdom encompass environmental science initiatives for grassroots union affiliates, collaborative training programs between management and unions in Environmental Management, and the establishment of work environmental organisations, referred to as 'union green representatives' [54]. The Trade Union Congress is presently advocating legal entitlements for such unions to let environmental representatives allocate sufficient time away from job duties to support environmentally friendly ways of doing things, conduct reviews, consult on environmental management policies, and get training. No systematic evaluations of trade union green efforts have been conducted; nonetheless, some companies exhibit a general reluctance to engage unions in environmental management, perceiving it as a domain of managerial prerogative. Employee participation in environmental decision-making is frequently restricted by top-down strategic approaches, which limit the potential contribution of workers and labor representatives to environmental outcomes, according to recent studies, even though organizations are increasingly adopting environmental management and sustainability initiatives. However, employee participation is seen to be crucial for the effective application of environmental management and sustainability practices [55].

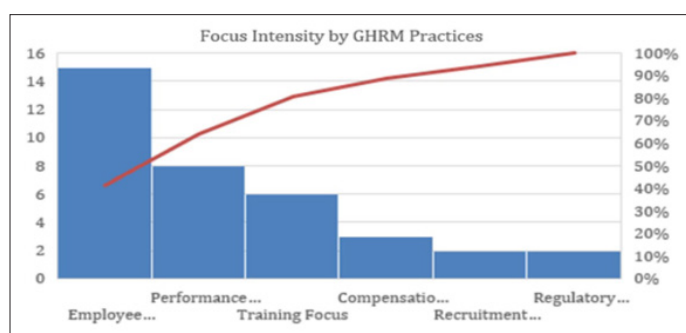


Figure 8: (Courtesy of Efranto and Amrulloh)

Discussion

The existing body of work on environmental management often emphasises that businesses, being the main contributors to environmental issues, ought to play a crucial role in addressing these challenges [23-56]. As a result, a diverse array of eco-initiatives is currently implemented by business managers to tackle environmental management challenges. The aforementioned analysis indicates the emergence of a growing Green Human Resource Management paradigm for people-management practices, serving as an organisational reaction to environmental degradation. This study has delineated a comprehensive array of

Green Human Resource Management practices, encompassing the primary ones under the fundamental domains of the Ability-Motivation-Opportunity model, specifically motivation, skill development, and employee contribution.

This evaluation of Green Human Resource Management indicates that certain components of the model have been examined more thoroughly than others. The domain with the most extensive empirical research is employee involvement in environmental management projects. This may not be particularly surprising, given that Emotional Intelligence is one of the most enduring and extensively studied domains within human resource management. It is the domain of Human Resource Management where managers have predominantly engaged in experimentation, and research indicates ongoing 'waves' of new Emotional Intelligence efforts. Green Emotional Intelligence appears to be the most recent iteration of these trends in managerial interest in emotional intelligence. Consequently, it has become an almost 'natural' initial step for firms to include the broader workforce when implementing new initiatives, such as Environmental Management [57].

The review identifies substantial evidence of the beneficial effects of Emotional Intelligence in Emerging Markets, demonstrating a correlation with principal results of effective utilization of resources, less waste pollution, and some evidence for beneficial effects regarding employee outcomes, including enhanced work satisfaction. Consequently, the primary inquiries in this study domain currently focus less on the impacts of Green Emotional Intelligence and more on the comparatively underexamined aspect of what differentiates good Green Emotional Intelligence projects from unproductive ones [8]. Empirical research delineating the primary design characteristics of Effective green Emotional Intelligence initiatives would be very advantageous. How to increase theoretical knowledge of the links between employee engagement in Emotional Intelligence programs and favourable organizational and employee outcomes is a significant research subject. The above examination of modern research suggests three mediators: shop-floor staff tacit knowledge, empowerment and engagement, and supporting organisational cultures for Emerging Markets. It would be beneficial to study the mediators of the Green Emotional Intelligence outcomes link conceptually [8].

The domain of Green Human Resource Management concerning the attraction and development of personnel is receiving growing attention in scholarly literature. Researchers have employed signalling theory to analyse just how applicants use the recruiter's reputation and name in the job market to guess what the company will do in the future. In summary, being perceived as environmentally conscious is crucial for obtaining high-calibre personnel, since such companies often attract more qualified and more interested job candidates [58]. Moreover, several applicants are willing to forgo wage potential to work for an ecologically friendly firm. Nonetheless, our understanding of how businesses are choosing people in accordance with an environmentally conscious perspective is limited. Research on the influence of the Environmental Management movement's selection standards and procedures is scarce. A research initiative investigating this domain would enhance our comprehension of pro-environment recruiting and selection methodologies [59].

There is clear evidence of widespread adoption of environmental training for Environmental Management employees, with businesses investing major resources in growing environmental knowledge bases and developing future pro-environment managers and leaders. This body of research lacks a comprehensive

assessment of the overall effectiveness of various developmental strategies. It is important to broaden the theoretical framework of green leadership research beyond a focus on management values, personality, and cognition, and to investigate additional probable antecedents of green leadership [34-57].

A potentially intriguing area, the objective of the research is to investigate the overlooked function of Environmental Management emotions. Employ the concepts of issue ownership, identification theory, and affective theory to contend that an individual's emotional reaction to environmental management significantly predicts their commitment to the environment. Practical research focused on this subject has significant potential to elucidate inconsistent adoption of environmental initiatives in certain firms and to inform training programs that foster broader employee ownership of environmental management [60].

The aspect of Green Human Resource Management about which we possess the least understanding is the incentive for workers to use incentive management and performance evaluation to participate in Environmental Management procedures. The empirical research foundation is notably sparse, despite an extensive body of literature providing recommendations on the integration of environmental objectives into formal performance appraisal and employee incentive programs. Employers primarily incentivize environmental management efforts via various green perks and recognition mechanisms rather than monetary compensation [50]. The disregard for incentive management in Green Human Resource Management significantly constrains the instruments a corporation may utilize in its pro-environment initiatives [61]. Rewards are seen as suitable for rewarding environmental management actions, primarily to motivate consumers to participate in recycling initiatives and to compensate developing nations for their ecological preservation efforts [43,44]. Investigating the reasons organizations hesitate to use incentive management for encouraging employee engagement in environmental management would be a valuable pursuit.

Currently, there have been no recorded studies that look at the overall influence of Green Human Resource Management systems on environmental results, such as waste minimisation or overall organisational effectiveness indicators. Green Human Resource Management activities reviewed in this analysis should be seen as interconnected and mutually reinforcing 'bundles' of practices, whereby the efficacy of each component is magnified by the simultaneous application of the others [49-62]. Research focusing on the effects of Green Human Resource Management systems, as opposed to isolated practices, might be particularly beneficial in this context.

Practical Implications

The analysis proposes that firms may improve environmental and organizational results by including green recruiting and selection, environmental training and development, green performance evaluation, and incentive systems into their overall sustainability plans. Furthermore, establishing green and inclusive leadership may build a supportive business culture that supports employee participation, environmental behavior, and green innovation [56]. This report offers useful practical insights for corporate executives, human resource professionals, and policymakers who want to improve sustainability performance through Green Human Resource Management.

The findings also show that ongoing sustainability training and increased employee participation in environmental activities may boost resource efficiency, environmental awareness, and long-term organizational competitiveness. For policymakers, the report emphasizes the necessity of establishing legislation and incentives that stimulate the adoption of GHRM practices as a way of furthering sustainable development goals and supporting the transition to a green economy.

Conclusion

We propose that Green Human Resource Management possesses significant promise as a domain of management study; yet, academic inquiry appears to be trailing behind practical application in this field. A substantial amount of research exists on the efficacy of training; future studies may focus on the benefits of green training. There is a necessity to comprehensively comprehend the causal linkages between senior management compensation and corporate environmental performance using longitudinal research methodologies (Evidence from Environmental, Social, and Governance Ratings, 2024; Aligning Chief Executive Officer Compensation with Sustainability Performance, 2024). A necessity for an exploratory study to investigate the reasons firms hesitate to utilize compensation as an incentive for employee performance at senior levels. Green Environmental Intelligence represents the area of Green Human Resource Management practice that is most progressed, characterised by an increasing volume of research [63,64].

Organisations' industrial methods, resource consumption, and waste creation are widely acknowledged as significant contributors to environmental deterioration. As a result, organisational practices that support environmental sustainability have received more attention. Among these tactics, Green Human Resource Management has become a prominent management strategy that incorporates environmental goals into Human Resource practices and policy. Green hiring and selection, environmental training and development, employee involvement, performance evaluation, compensation, and reward systems that support environmental management goals are just a few of the many activities that fall under the umbrella of Green Human Resource Management.

A comprehensive review of the Green Emotional Intelligence literature will deepen our understanding, adding to the current meta-analytic studies on Emotional Intelligence as a whole. Assessing potential mediators of employee tacit knowledge, empowerment, and supportive workplace cultures. Investigation at the organisational level examining the relationship between Green Human Resource Management 'bundles', environmental performance, and organisational performance. The gap that exists between practitioners' and academics' articles was identified in this analysis. It is common in Human Resource Management studies for managers and academics to inhabit 'distinct realms' [21]. We present this assessment and recommendations for future study with the expectation that scholars will diminish the practice-research gap in Green Human Resource Management [14].

Future Direction

The Green Human Resource Management literature predominantly reflects a Western perspective. Considering the significance of Asian economic development for emerging markets, this represents an essential gap for future research to address [49-65]. We propose that the concept of sustainability is pertinent to Human Resource Management as well. Frequently, narratives around strategic Human Resource Management presume that human

resources exist just for consumption and exploitation, rather than for development and preservation. An expanded Green Human Resource Management approach would facilitate the integration of sustainability into the core of people management. We contend that Green Human Resource Management offers prospective advantages for both firms and their employees. Evidence suggests that enhanced environmental performance correlates with superior financial performance outcomes, known as the 'Green pays' argument, Green Human Resource Management practices, and corporate sustainability performance. These results, along with other studies showing a strong relationship between Human Resource Management, are supported by the literature. This report outlines Green Human Resource Management techniques that might improve the firm's financial and environmental performance. By catering to the demands of a more ecologically conscious workforce and enhancing the working environment, the examined Green Human Resource Management strategies are expected to boost employee well-being in the workplace. Finally, we assert that Green Human Resource Management has the potential to improve the welfare of employees [66-90].

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