

Review Article

Enhancing Employee Performance Through Green Human Resource Management: A Comprehensive Literature Review and Suggestions for Potential Researchers

Shah Ridwan Chowdhury* 

Department of Management, University of Dhaka, Dhaka, Bangladesh

Abstract

There is nascent scholarship that report the effects of GHRM on individual performance despite direct and indirect association of GHRM with all dimensions of individual performance have not still been explored as demanded to meet sustainability challenges. To address this void in literature, this study has reviewed 78 papers following a systematic approach focused on the linkage of GHRM with multiple dimensions of individual performance. This review has revealed the scholarship trends investigating the direct and indirect association between GHRM and individual performance via 5 GHRM aspects: green recruitment and selection (GRS), green training and development (GTD), green performance management (GPM), green compensation and rewards (GCR), and green employee involvement (GEI). Individual performance dimensions include green behavior, non-green behavior, job satisfaction, green commitment, and green creativity. It has also found that the direct and mediating effects of GHRM on green behavior are the most researched area among all dimensions. On the other hand, the relationship between GHRM and non-green behavior is the least explored area. Finally, a set of future research potentials have been highlighted. The originality of this paper lies in accumulating previous researches of the relevant area and proposing future research avenues for guiding future researchers in the field of GHRM.

Keywords

GHRM, Individual Performance, Green Behavior, Non-Green Behavior, Green Creativity, Green Job Satisfaction

1. Introduction

Green human resource management (GHRM /green HRM) has been gaining attention as a crucial subject area in recent years due to the role it plays in improving sustainable performance through employee performance [3, 20, 27, 42, 47, 49, 86, 87, 90]. Scholars have been arguing that environmental disasters and climate change have become among the most distressing issues of this century resulting in financial losses from weather and climate-related adversities such as

overwhelming hurricanes, droughts, heat waves and wildfires [23, 63, 68]. Hence, countries all over the world, irrespective of developed or developing, have been experiencing a multitude of impacts from the huge demand for a more sustainability-oriented and eco-friendly agenda [6, 75, 81]. Therefore, it becomes mandatory for the business enterprises to find out the strategies to address issues like minimized environmental footprints along with the economic issues [1, 2, 4, 34, 35, 75].

*Corresponding author: src@du.ac.bd (Shah Ridwan Chowdhury)

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Therefore, the call for an urgent change and the adoption of green practices has been made [23, 81, 86-90]. Moreover, accommodating green concern in corporate strategy [13, 14, 15, 71, 85] has become a compulsion for the organizations to tackle effectively the harmful consequences of their business operations [15, 60, 78, 80].

In order to avail multiple opportunities from sustainability oriented strategies and programs, many enterprises have been swayed towards confirming that their daily operations are less damaging to the ecology which is via environmental management (EM) systems or green management implementation such as minimizing carbon emissions and deliberately recycling materials [4, 9, 10, 19, 28]. Scholars have claimed that, the EM systems implementation requires the specific support from the human resource management (HRM) practices such as recruitment and selection, training and development, performance management, and compensation and rewards [20, 22, 42, 86, 90]. Hence, it has been attempted to integrate HRM practices with EM agenda [31, 38, 62] pressing the emerging area of knowledge, known as green human resource management (GHRM/Green HRM) [2, 6, 34, 35, 23, 27, 38, 39, 49, 62, 63, 75].

Existing literature exposed that GHRM influences multiple dimensions of individual performance (IP) through five major aspects which are green recruitment and selection (GRS), green training and development (GTD), green performance management (GPM), green compensation and rewards (GCR), and green employee involvement (GEI). GRS is concerned with forming a workforce that shares the green values, ideologies and organizational culture which results in exhibiting better job related and discretionary employee green behavior (EGB) [15, 49, 89, 90]. GTD is aimed at enriching employees' environmental awareness, knowledge, skills and attitudes [18, 19, 20, 27, 36, 37, 62]. GPM is focused at helping employees to align their behavior with the organization's green goals [17, 55, 56]. GCR is an attempt to stimulating employees for contributing the attainment of organizational environmental goals by providing financial and non-financial inducements [34, 37]. GEI is concentrated on cultivating participative culture where employees get the opportunity to share their ideas on crucial environmental issues and recommend ways to deal with these inventively [18, 34, 44]. The review shows that sometimes these five GHRM aspects were used as a bundle to assess the impacts on the individual performance and sometimes these were used separately. But most of the studies used these as a bundle and very limited studies used these separately where more future researches are needed. Scholars claimed that GHRM adoption has significant contribution to improving sustainable organizational performance via individual employee performance enhancement including green behavior, non-green behavior, green creativity, green commitment, and job satisfaction. Moreover, regarding GHRM-employee performance link, relationship between GHRM and EGB is the most explored area, though relationships of GHRM with non-green behavior, green creativity,

green commitment and green job satisfaction are less explored research area.

However, despite past studies highlighted GHRM-performance link [29, 46, 60, 61, 64, 71, 72, 76], a comprehensive review of the literature in GHRM must be conducted to accumulate studies focused on the direct and indirect affect mechanism between GHRM and IP [1, 2, 6, 9, 23, 27, 35, 42, 49, 52, 53, 63, 86, 89]. By undertaking this theoretical review, the author has addressed this void in the GHRM literature by identifying and depicting direct and indirect effect mechanism in GHRM-IP link to highlights the areas where further researches are needed.

The paper is structured as follows: The second section discusses the materials and methods of the paper; the third section presents an analysis and synthesis of review results; the fourth section highlights the future research directions; and the fifth section concludes the paper.

2. Materials and Methods

A systematic literature review (SLR) was initially conducted in December, 2023 and further revised in May, 2024. The following sub-sections focus on search, selection and review process of the paper:

Search and Selection Criteria

Figure 1 shows the detailed PRISMA flow diagram for this systematic literature review. First, the author has identified the keywords 'GHRM and individual performance', 'GHRM and employee performance', 'GHRM and employee green behavior', 'GHRM and EGB', 'GHRM and green creativity,' 'GHRM and non-green behavior', 'GHRM and green commitment', and converted those into a Boolean query. Second, the research papers matching the query are extracted from the Web of Science and Google Scholar as these provide comprehensive citation search and access to multidisciplinary research. Third, all the extracted papers have been passed through the inclusion-exclusion criteria (see Figure 1). The finally selected 78 papers have been reviewed in this study.

3. Analysis and Synthesis of Review Results

Environmental performance (EP) is dependent on the ability of the employees to behave in an environmentally responsible manner and the attainment of EP stems from the aggregate decisions, actions and gestures that individuals perform in their daily work [27, 49, 52, 53, 86, 90]. In this review, IP has been discussed in the sub-themes of employee green behaviour (EGB), non-green behaviour (NGB), job satisfaction (JS), green commitment (GC) and green creativity (GCr). Majority of the reviewed papers show the direct and indirect impacts of GHRM on EGB, more specifically on OCBE. Hence, there is dearth of studies that focused on the direct and indirect association of GHRM with NGB, JS, GC

and GCr. The Table 1 highlights the major findings and key issues of 18 papers out of 78 papers reviewed.

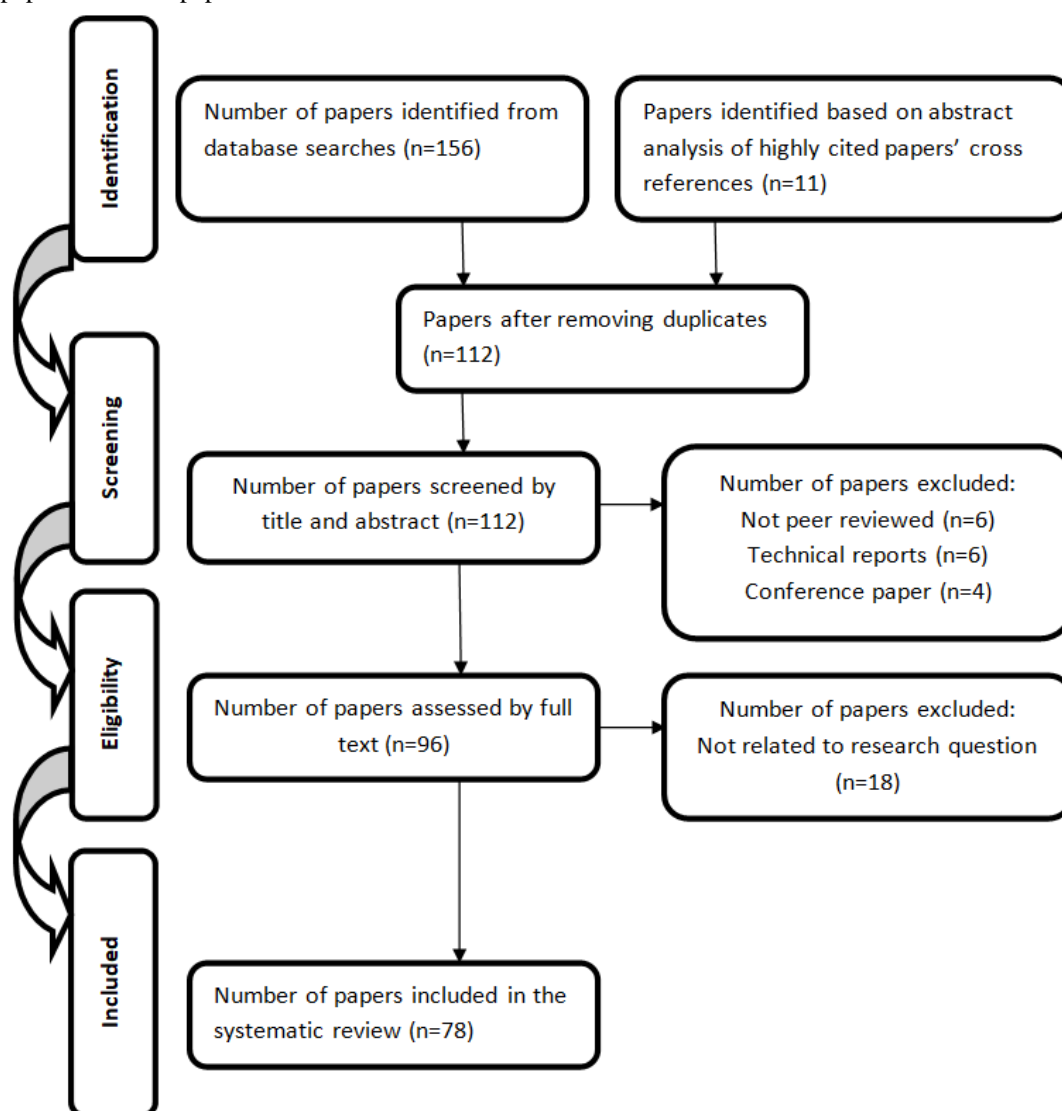


Figure 1. PRISMA Flow Diagram.

3.1. GHRM and Green Behavior

Employee workplace green behavior encompasses the convergence of congruent individual and organizational green values [13, 14]. Such behavior can be categorized into two distinct types: voluntary green behavior, also known as extra-role green behavior, which encompasses environmentally responsible actions driven by personal initiative and surpassing organizational expectations, and task green behavior,

alternatively termed in-role green behavior, referring to environmentally conscious actions conducted within the parameters of organizational requirements and inherent job responsibilities [18, 20, 51, 65, 66]. In a different context, "in-role green workplace behavior" refers to environmentally responsible actions exhibited by employees within the confines of their job responsibilities. These behaviors align with organizational policies and guidelines, serving to fulfill job requirements while also adhering to established environmental protocols [18, 19, 88, 89].

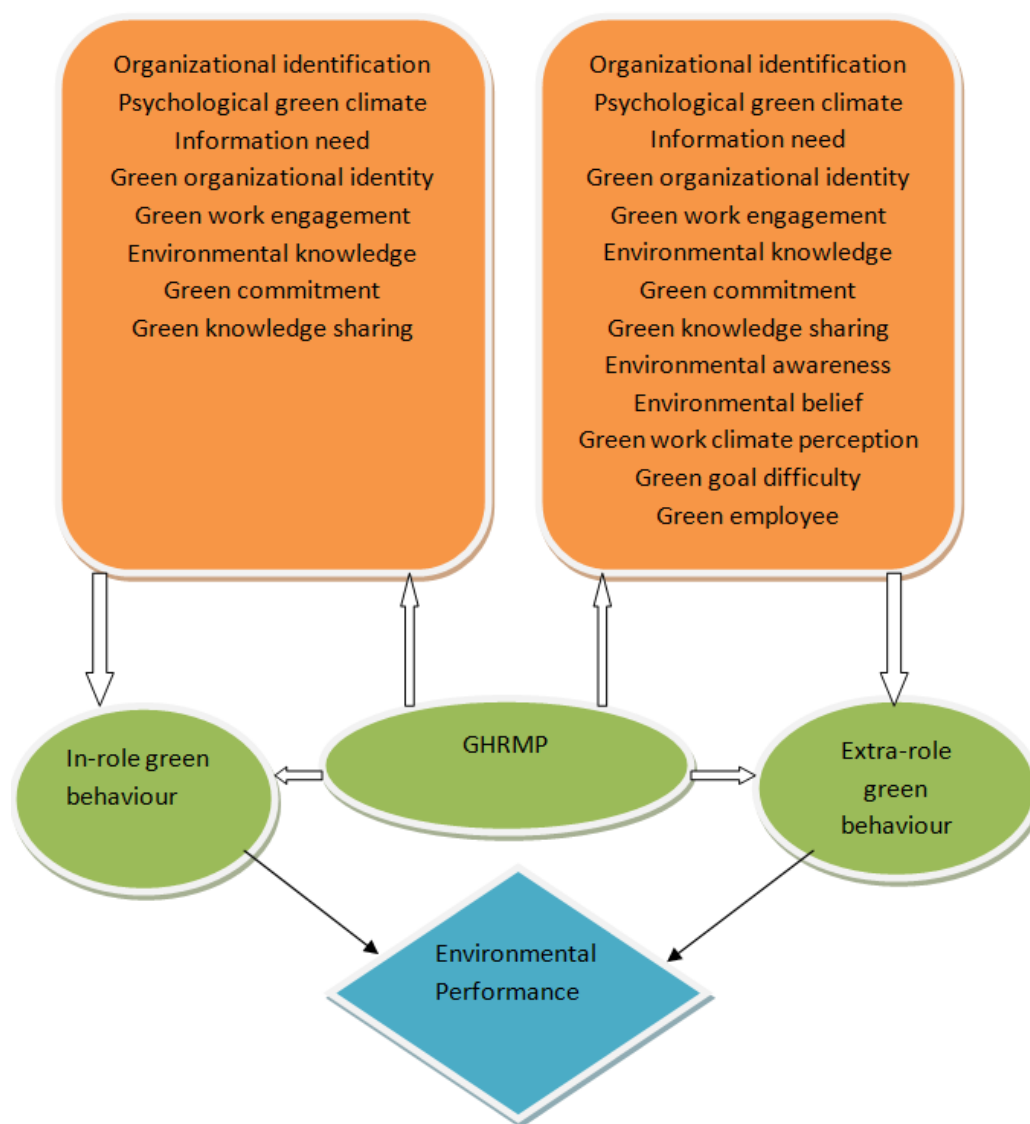


Figure 2. Direct and Indirect Impacts of GHRM on EGB in the Extant Literature at a Glance.

Organizational citizenship behaviors toward the environment (OCBEs) are an ‘individual and discretionary social behaviors that are not explicitly recognized by the formal reward system and contribute to more effective environmental management by organizations’ [11, 12, 20, 65]. Boiral and Paille [52] have identified three specific discretionary acts named eco-initiatives, eco-helping, and eco-civic, implying that OCBE may be directed toward the job held by the employee in the form of personal initiatives, toward other employees in the workplace in the form of mutual support among employees, and toward the organization in the form of support for the organization’s commitments, respectively. In the literature, three main features are common to all available definitions: first, OCBEs benefit the environment; OCBEs are discretionary behaviors not recognized and rewarded by the formal organizational system; and third, cumulatively, they increase the effectiveness of the organization in becoming ‘green’ [13, 14, 58]. Amrutha and Geetha [8] identified a number of practices which form the voluntary green practices

by employees in their workplace including using video conferencing and other green commute alternatives to minimize travel time and money resulting in cost-efficient use of resources, initiating actions to make the workspace green with plants, reducing electricity consumption, using stairs instead of elevators, using reusable cups instead of paper cups, reducing the amount of water consumption, participating in environmental protection workshops and seminars to spread green awareness. The study of Liu et al. [45] argued that GHRM influences OCBE for several reasons.

Primarily, green HRM practices, including initiatives such as green job design, green training, and green performance management, are pivotal organizational resources influencing employees’ development of green-related values, knowledge, and skills. These practices facilitate employee engagement in environmentally responsible activities [1, 2, 6, 73, 74, 75] and serve as motivational drivers for voluntary participation in Organizational Citizenship Behaviors for the Environment (OCBE) [42, 43, 86, 90]. Secondly, theories in HRM under-

score the significance of employees' recognition of the necessity and urgency surrounding the adoption of HRM practices for directing appropriate workplace behavior [13, 27, 49, 50]. The implementation of GHRM practices signals an organization's commitment to environmental stewardship, motivating employees to demonstrate heightened engagement in environmentally responsible behavior [6, 23, 63, 75]. Thirdly, GHRM practices such as green promotion, evaluation, as well as rewards and compensation schemes, serve to incentivize proactive employee involvement in environmental conservation efforts [1, 34, 25, 45]. Moreover, the adoption of GHRM practices fosters a sense of appreciation and value among employees within their organizations [45, 46, 60, 61, 78, 80, 81]. Additionally, Yusoff et al. [84] assert that employees' perceptions of their job characteristics significantly influence their workplace behavior. Furthermore, ecological knowledge, concern, and awareness emerge as pivotal factors driving improvements in employees' ecological behavior [4, 10, 83, 84].

Researchers have asserted that GHRM practices serve as

significant predictors of both task-related and voluntary employee green behaviors [14, 23, 63]. Moreover, they have argued that the alignment of individual values with organizational values enhances employees' identification with the organization, leading to the manifestation of attitudes and behaviors desired by the organization [6, 14, 36, 43, 75]. This proposition resonates with the principles of social identity theory, implying the importance of congruence between individual and organizational values in shaping employee behavior and organizational identification. Scholars have further argued that employees who demonstrate a heightened concern for their environmental performance tend to engage in extra-role behaviors and actively participate in green practices [21, 39, 56]. In the same vein, it was argued that when employees got engaged in GHRM, they are more likely to become more passionate about the environmental issues and will put in extra efforts beyond their required job responsibilities (i.e., job description) resulting in improved EP of the organization [30, 31, 80, 89].

Table 1. Findings of Extant Literature on Relationship between GHRM and Individual Performance.

Studies	Key Issues	Key Findings
Kim et al. [43]	GHRM, EOC, Eco-friendly behaviour, EP.	GHRM practices bolster employees' organisational dedication, promote their environmentally conscious behaviour, and boost hotels' environmental performance.
Shafaei et al. [68]	GHRM, Job satisfaction, meaningfulness through work.	GHRM exerts a positive influence on employees' job satisfaction, with the sense of meaningfulness derived from work serving as a significant mediator in this association
Anwar et al. [9]	GHRM, OCBE, EP.	GHRM practices had a significant impact on OCBE and OCBE had a significant relationship with EP.
Chaudhary [13]	GHRM, EGB, OI.	The study revealed a significant relationship between GHRM and both task-related and voluntary employee green behaviours. The effect was significantly mediated by organisational identification.
Amrutha and Geetha [8]	GT, GS, GSC, VWGB	Green supporting climate (GSC) mediates the positive impact of Green Training (GT) on Voluntary Workplace Green Behaviour (VWGB), with employee satisfaction from green initiatives enhancing environmental performance
Dumont et al. [24]	GHRM, in-role and extra-role EGB, PGC.	The impact of GHRM on in-role green activity was both direct and indirect, but its influence on extra-role green behaviour was only indirect, mediated by psychological green environment.
Fawehinmi et al. [28]	GHRM, EGB, EK.	The impact of GHRM on EGB is influenced by the complete mediation of environmental knowledge.
Shen et al. [70]	GHRM, Non-green employee outcomes.	The impact of GHRM on employee workplace outcomes is mediated by a complex motivational, social, and psychological process.
Emilisa & Lunarindiah [26]	GHRM, EOC, Employee eco-friendly performance, WP.	The impact of GHRM on employees includes increased organisational commitment, eco-friendly behaviour, and work performance.
Pinzone et al. [58]	GT, OCBE, JS	The positive effects of 'green' training on employees' OCBEs and job satisfaction
Song et al. [72]	GHRM, GHC, GI, MEC.	GHRM enhance green innovation, with green human capital mediating the relationship, with higher management environment concerns having a stronger indirect effect.

Studies	Key Issues	Key Findings
Aboramadan [1]	GHRM, In-role and extra-role EGB, GIWB	GHRM significantly predicted employees' in-role green behaviour, extra-role green behaviour, and Green Innovative Work Behaviour (GIWB).
Liu et al. [45]	GHRM, OCB, EV, OI.	GHRM positively influences OCBs. The green organization identity (GOI) plays a role in influencing organizational citizenship behaviours towards the environment (OCBs), with environmental values affecting the relationship between GOI and OCBs.
Rubel et al. [65]	GHRM, In-role and extra-role EGB, GKS.	The study shows that GHRM positively impacts green in-role and extra-role service behavior and green knowledge sharing, with knowledge sharing playing a crucial role in mediating this relationship.
Ahmad et al. [4]	GHRM, EGC, PEB, ELS.	The influence of GHRM on employees' GC is positive. Additionally, a partial mediating role of PEBs was identified. The ELS plays a moderating role in the relationship between GHRM and GC as well as between GHRM and PEBs.
Zhu et al. [89]	GHRM, VGB, TGB, EB, GOI.	GHRM demonstrates a positive impact on both Voluntary Green Behavior (VGB) and Task-related Green Behavior (TGB). Specifically, environmental belief serves as a mediator in the positive relationship between GHRM and VGB, while green organizational identity (GOI) acts as a mediator in the positive relationship between GHRM and TGB.

Various empirical studies such as [13, 14, 24, 27, 28, 32, 42, 49, 57, 59, 67, 82, 86, 88-90] reported a significant positive direct and indirect (through mediators) relationship exists between GHRM and EGB. According to findings from Chaudhary's [13] empirical investigation, Green HRM demonstrates a favorable impact on both in-role and extra-role green behavior exhibited by employees. Moreover, the study identified organizational identification as a factor mediating the association between green HRM practices as well as staffs' obligatory and discretionary pro-environmental behaviors. The research revealed the greater impact of green HRM on extra-role green behaviors than in-role green behaviors. The author analyzed the results through social identity theory, suggesting that individuals associate their self-esteem with their organizational affiliation, leading them to align themselves with prestigious organizations to boost their self-concept. Research revealed that environmental values and gender did not influence the connection between GHRM and organizational identification. Studies have indicated that neither environmental values nor gender influenced the connotation between green HRM as well as organizational identification. Furthermore, there was no empirical support for the notion that environmental values and gender impact the indirect link between GHRM practices and in-role and extra-role pro-environmental behaviors through organizational identification.

Dumont et al. [24] discovered that GHRM directly and indirectly affected employee workplace green behavior in a separate investigation. The study revealed that GHRM was indirectly linked to voluntary pro-environmental behavior where psychological green climate mediated the relationship. Furthermore, the study illuminated the moderating role of employee pro-environmental values in the relationship. The

study emphasized the importance of alignment between individual and organizational values for positive workplace outcomes. However, there was no evidence to suggest that individual green values moderated the effects of GHRM and psychological green climate on in-role green behavior, highlighting the differences in how GHRM influences task and voluntary pro-environmental behavior, subject to varying levels of employee discretion. The analysis findings were interpreted to suggest that employee behavior related to green practices in the workplace is influenced by official appraisal, recognition, and rewards, which are directly impacted by GHRM practices.

In contrast, behaviors beyond official expectations are influenced indirectly by employee perceptions of the organization's pro-environmental climate instead of green HRM practices. Zhu et al. [89] found that GHRM has a positive direct influence on both in-role and extra-role green behavior. Additionally, it was discovered that environmental belief (EB) acts as a mediator in the positive correlation between GHRM and VGB, while green organizational identity (GOI) serves as a mediator in the positive correlation between GHRM and TGB. Similarly, Elshaer et al. [25] expanded this discourse within the context of small tourism enterprises, demonstrating the positive and direct impact of green HRM on both in-role and proactive pro-environmental employee behaviors. Their study emphasized the critical part of environmental management practices within small enterprises, encompassing employee selection criteria, offering sufficient environmental training, incentivizing eco-friendly actions, and establishing environmental policies. Consequently, employees demonstrate appropriate task-related pro-environmental behavior. They discovered that both task-related and proactive pro-environmental behaviors significantly impact waste re-

duction, conserving resources, cost reduction, and improving the organization's reputation and market position. Darvishmotevali and Altinay [23] found a strong link between GHRM and employees' task-related and proactive pro-environmental performance. This indicates that when employees understand the advantages of green practices and their impact, they are more inclined to support environmentally friendly initiatives and actively participate in the company's sustainability efforts. Researchers discovered a notable indirect link between GHRM and employees' proactive behavior through the mediating factor of environmental awareness. The findings indicate that when employees possess a deeper comprehension of the environment and recognize their ability to make a meaningful impact on its preservation, they are more likely to take on responsibility for participating in environmental initiatives and tasks. Rubel et al. [65] identified a noteworthy connotation of green HRM with perceptions of a pro-environmental work climate. Furthermore, they observed that perceptions of a green work climate positively correlated with adopting pro-environmental behaviors among employees. This implies the importance of environmental work climate perceptions in understanding how GHRM promotes sustainable employee behavior within the workplace.

3.2. GHRM and Non-Green Behavior

Non-green task performance encompasses the essential job-related behaviors that contribute to organizational efficiency and effectiveness, but are not specifically geared toward green initiatives (Shen et al., 2018). These behaviors, including task performance, organizational citizenship behavior toward the organization (OCBO), and intention to quit, form integral components of employee workplace conduct. The study uncovered the influencing role of perceived organizational support (POS) on the relationship between perceived Green Human Resource Management (GHRM) and organizational identification. This influencing effect extended to the mediated effects of perceived GHRM on non-green task performance, OCBO, and intention to quit via organizational identification.

3.3. GHRM and Job Satisfaction (JS)

Employee green JS refers to an individual's emotional state based on their perception of how well their organization's environmental efforts align with their ecological values [17, 52, 53]. Shafaei et al. [68] conducted an empirical study demonstrating a positive correlation between GHRM and job satisfaction. The study also identified 'meaningfulness through work' as a key mediator in this relationship. The explanation is rooted in applying job characteristics theory, where GHRM emphasizes skill variety, task identity, and task significance through green training, opportunities, and rewards. This approach induces a psychological state in em-

ployees, boosting the meaningfulness of their work and ultimately impacting their job satisfaction through their attitude and perception of their job. The study found a positive correlation between the level of greenery in the workplace and employees' perception of meaningful work, leading to increased job satisfaction. In a study conducted by Wagner [77], a strong correlation was discovered between adopting an EM system and improved employee job satisfaction, as well as enhanced recruitment and retention results. According to a study by Shen et al. [70], organizations should prioritize the needs and interests of their workforce when striving to achieve green goals. This approach was shown to positively impact employee workplace performance, with perceived GHRM affecting outcomes beyond those directly related to green practices. According to Wulansari et al. [79], their quantitative study demonstrated a favorable direct as well as indirect connection between GHRM and employee outcome. It also demonstrated that GHRM positively influences organizational identification and is positively related to employee performance. In a study by Moin et al. [48], evidence was discovered supporting the connections between transformational leadership and followers' job satisfaction through direct and indirect pathways involving psychological safety and GHRM practices within hospitality organizations.

3.4. GHRM and Green Commitment (GC)

Collective affective commitment to EM change can be defined as a shared (by employees) affective attachment to EM change initiatives that binds employees to actions perceived as essential for the effective implementation of EM [18, 20, 42, 66]. Employees' commitment to Environmental Management (EM) change is argued to prompt discretionary efforts beyond formal job requirements to support organizational EM endeavors [49, 90]. When employees align with environmental goals, they exhibit intentions to adapt their attitudes and behaviors to uphold the organization's environmental values [27, 55, 63], thus demonstrating a willingness to exert additional effort towards achieving the organization's green objectives [2, 6, 35]. Quantitative findings from Pham et al. [55] highlighted the crucial role of Green Human Resource Management (GHRM) practices, notably instruction, eco-incentives, and corporate ethos, in indirectly promoting employee commitment to environmental activities. The study suggested that enhancing employee dedication to environmental goals could be achieved through implementing eco-friendly policies, such as instructional programs and incentive schemes while cultivating a sustainable organizational culture. Furthermore, the investigation revealed a bidirectional interactive influence between ecological instruction and sustainable organizational culture, particularly pronounced at high and average levels of ecological organizational culture. Furthermore, the study revealed a three-way interactive relationship between green training, rewards, and organizational culture. The largest effects were observed in situations with a strong ecological

organizational mindset and moderate to high levels of eco-incentives. These circumstances significantly impacted employee commitment to green initiatives.

Interestingly, the study found the interaction between green training and rewards to be insignificant in encouraging employee environmental attachment. The researchers concluded that enhancing employee environmental commitment through training on environmental knowledge and skills would be more substantial if the green reward policy is applied within organizations with a clear green strategy, vision, and culture. Furthermore, the deliberate and transparent dissemination of eco-friendly Human Resource Management (HRM) strategies and protocol is proposed to demonstrate the organization's unwavering commitment to environmental sustainability, potentially prompting employees to conform their actions to its eco-conscious directives [24, 25]. Additionally, the research conducted by Emilisa & Lunarindiah [26] illuminated a positive correlation between green HRM as well as employee commitment to organization. This underscores that significant role of GHRM in nurturing employee dedication to environmental initiatives within the organizational framework.

3.5. GHRM and Green Creativity (GCr)

Green innovation encompasses the development of environmentally sustainable items, solutions, methodologies, and procedures that improve sustainable performance and offer a competitive edge [7, 17]. Implementing strategies such as incorporating recyclable materials in products and services, reducing paper usage by utilizing IT tools for communication, and transitioning to renewable energy sources can lead to cost savings and promote environmental sustainability [18, 20, 40, 41]. The role of green HRM in influencing employees' GCr has been highlighted in various studies [4, 16, 33, 34]. Ahmad et al. [4] identified a positive association between GHRM and employees' GCr. The study identified pro-environmental behavior as playing partial mediating role and highlighted the effect of ethical leadership style as a moderator on the relationship between GHRM and GCr, as well as between GHRM and PEB. A study by Huo et al. [33] revealed that Green Human Resource Management (GHRM) positively impacted the cultivation of Green Corporate Reputation within the Chinese gasoline industry workforce. Furthermore, the research conducted by Al-Ghazali and Afsar [5] uncovered a positive association of green HRM practices with Green Creativity (GCr). The study revealed that the intention to engage in environmentally friendly behavior played a significant role in partially mediating this relationship. Jia et al. [40] state that transformational leaders can inspire employees' passion for environmental sustainability by influencing Green Human Resource Management (GHRM). This, in turn, can positively impact employees' Green Creative behavior (GCr), essential for organizations aiming to develop a competitive edge in sustainability. Additionally, research revealed that

green HRM as well as individual's strong green commitment mediated that connection between transformational leadership and employees' Green Citizenship behavior. Song et al. [72] found that GHRM promotes green innovation through green human capital.

4. Future Research Direction

In line with the systematic review article structures outlined by Sharma et al. [69] and Paul and Dhiman [54], detailed and specific directions for future research concerning the area of GHRM and individual performance links have been provided. While prior researches have extensively explored the influence of green HRM on task and voluntary pro-environmental Behaviors (EGB), there remains a conspicuous gap in understanding the influence of green HRM on staffs' non-green outcomes. Additionally, there is a call for further investigation into how GHRM practices contribute to various dimensions of individual performance beyond environmental behavior, including job satisfaction, green creativity, and green commitment. Thus, subsequent studies should explore the implications of GHRM in improving these aspects of employee performance. A thorough examination of empirical research in these domains would yield significant findings regarding the comprehensive impacts of GHRM principles on employee well-being and organizational outcomes.

5. Conclusion

This paper offers a thorough analysis of the direct as well as indirect effect of green HRM on individual performance across different dimensions, drawing from a critical examination of 78 articles. This systematic review clearly shows that GHRM significantly impacts various aspects of individual performance through its five key functional components: green recruitment and selection, green training and development, green performance management, green compensation and rewards, and green employee involvement. This review highlights the extensive studies focusing the effects of green HRM on pro-environmental behaviors (EGB), both in-role and extra-role. However, there is a significant gap in knowledge regarding its influence on employees' non-green outcomes. Moreover, the research on the effect of green HRM practices on job satisfaction, green creativity, as well as green commitment is somewhat scarce. Hence, the paper proposes that upcoming research efforts should further explore these areas to offer a comprehensive understanding of green HRM practices' impact on employee well-being and organizational results. By conducting thorough empirical research in these underexplored areas, scholars can offer valued acumens into the wider implications of green HRM on organizational sustainability as well as performance. This review emphasizes the importance of further investigating the complex connections between

GHRM and different aspects of individual performance, going beyond environmental behavior. These efforts will contribute to the current knowledge base and offer valuable insights for companies looking forward to formulating and executing successful GHRM strategies for improving employee engagement and organizational longevity.

Author Contributions

Shah Ridwan Chowdhury is the sole author. The author read and approved the final manuscript.

Conflicts of Interest

The author declares no conflicts of interest.

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