



Impact of the Implementation of Green Human Resources Management: A Study of Systematic Literature

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ABSTRACT: The impact of implementing Green Human Resource Management (GHRM) is an important research agenda in human resource management practices in modern business companies. This type of research is descriptive qualitative and uses a systematic literature review approach. The purpose study is to provide an overview of the latest research on the application of GHRM, problems that arise in the application of GHRM, policies and operational steps for implementing GHRM, the impact of implementing GHRM, and recommendations for further research studies on the impact of implementing GHRM in the corporate environment. This paper presents a structural overview of 30 peer-reviewed articles published in leading academic journals from 2018 to 2022. This review provides an increased understanding of the current state of research, trends, and future research directions. The literature review framework uses the PRISMA model. Research findings show that the implementation of GHRM is developing in both developed and developing countries, effective GHRM implementation requires organizational commitment and employee participation. The GHRM implementation system is the uniqueness of the organization and the impact of GHRM implementation leads to green managerial innovation and green HR process innovation that supports green management and sustainable green industries.

Keywords: Impact of GHRM Implementation, Green Management, Human Resources Management, Environmental Management, Sustainability.



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INTRODUCTION

Environmental degradation issues that arise in the business environment must be responded to quickly by every business actor. The purpose of business is not only to gain economic profit but also to increase human awareness of social and environmental interests. Modern business enterprise management is required to manage Human Resources (HR) using an environmentally friendly approach. This is in line with the concept of sustainable development which aims to

minimize the negative impact of the products and services produced by the company on the environment. The principle of sustainable development is adopted by every company through the implementation of green management. Sustainability management has received a lot of attention from business practitioners and academics. The HR literature emphasizes sustainability in the use of organizational resources. Organizational management develops tasks and practices related to inculcating environmental awareness as part of their organizational strategy which is known as green management. To develop green management capabilities in organizations, scholars and practitioners argue that organizational employees themselves should acquire skills and knowledge about environmental management initiatives ([Jabbour & Santos, 2008](#); [Renwick et al., 2013](#)). Green management refers to the production of goods or services using workplace strategies, technologies, and practices that aim to reduce industrial waste, minimize pollution, recycle waste, perform paperless operations, and produce environmentally friendly products and services ([Muhammad & Al-Amin, 2022](#)). Green management is the philosophy, strategy, and corporate actions to produce products and services that produce less risk to humans and the environment. Green management needs to involve employee participation in the company's environmental protection efforts in a sustainable manner. Employees are intangible company assets but have a very important role in producing company products. Human capital in the form of knowledge, skills, values, personality, ideas, innovation, and creativity will contribute to the creation of the company's products and services for consumers. HR management must develop new systems and policies to realize green management in the corporate environment. Environmental management through empowering company human resources have an impact on employees' green performance, therefore the challenge of HR management is how to make policies that can integrate Green Human Resource Management (GHRM) practices so that they can influence employee green behavior and organizational environmental performance ([Saeed et al., 2019](#)). GHRM is the use of HRM policies to promote the sustainable use of organizational resources and promote environmental reasons that further enhance employee morale and satisfaction ([Shemon et al., 2019](#)). GHRM in the field of HR can promote environmental awareness among employees and will ensure the sustainable use of organizational resources such as electricity, paper, oil, water, etc. ([Zoogah, 2011](#)). The implementation of GHRM in a company can have a positive impact on sustainability. GHRM is the most important element of organizational sustainability which emphasizes sustainability in using organizational resources ([Shemon et al., 2019](#)).

The implementation of HR policies and management techniques in the organization should be directed at promoting the sustainable use of company resources, supporting the organizational environment, and developing the environmental sensitivity of the employees. GHRM has been practiced by various industrial companies in both developed and developing countries. Most developed countries such as the US, China, the and UK are rapidly developing Green HR policies and practices and are followed by developing countries ([Kim et al., 2019](#); [Saha et al., 2020](#)). The impact of implementing GHRM is that it can increase employee organizational commitment, environmentally friendly behavior, and environmental appearance ([Fetensa et al., 2019](#)); increased productivity, cost efficiency, employee retention, made a significant contribution to the organization to reduce environmental pollution and create a healthy, physical and financial work environment ([Shemon et al., 2019](#)); results in better sustainable performance ([Ahmad, 2015](#)). The implementation of GHRM focuses on several human resource management functions such as recruitment, training and development, performance management, education and training, compensation and reward management, and organizational culture in integrating environmental management with HRM. The application of GHRM by companies provides empirical evidence on the application of social identity theory to explain the nature of the psychological relationship between companies and their employees in the context of environmental management. The application of GHRM and its impact reinforces Elton Mayo's

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theory of the Hawthorne Study which focused on corporate strategy with an emphasis on the socio-psychological aspects of human behavior in organizations.

In this review, we will systematically explore the application of GHRM within enterprises to provide an understanding of the definition of GHRM, identify the dimensions of implementing GHRM within enterprises, discover the main trends in the adoption of GHRM, summarize the progress that research has made on the impact of GHRM implementation over the past five years, and outlines the research limitations on the impact of GHRM implementation. The purpose of this review is to obtain an overview of the status and progress of the systematic implementation of GHRM. A literature review is very useful for identifying developments in research results, identifying possible gaps in current knowledge, and proposing a useful future research agenda. Having pointed out possible gaps in the research reviewed, we present conclusions and recommendations for future research on the impact of implementing GHRM on companies. This literature review will focus on the following research questions:

1. RQ1. How is the development of research results on the application of GHRM in a company during the last five years?
2. RQ2. What are the problems that arise in implementing GHRM in a company?
3. RQ3. What policies and operational steps must be taken for the successful implementation of GHRM in a company?
4. RQ4. What is the impact of implementing GHRM on a company?
5. RQ5. What are the recommendations for further research studies on the impact of GHRM implementation?

METHOD

This systematic literature review uses the PRISMA method adopted from Page MJ, McKenzie JE, Bossuyt PM, Boutron I, Hoffmann TC, Mulrow CD, et al (Page et al., 2021).

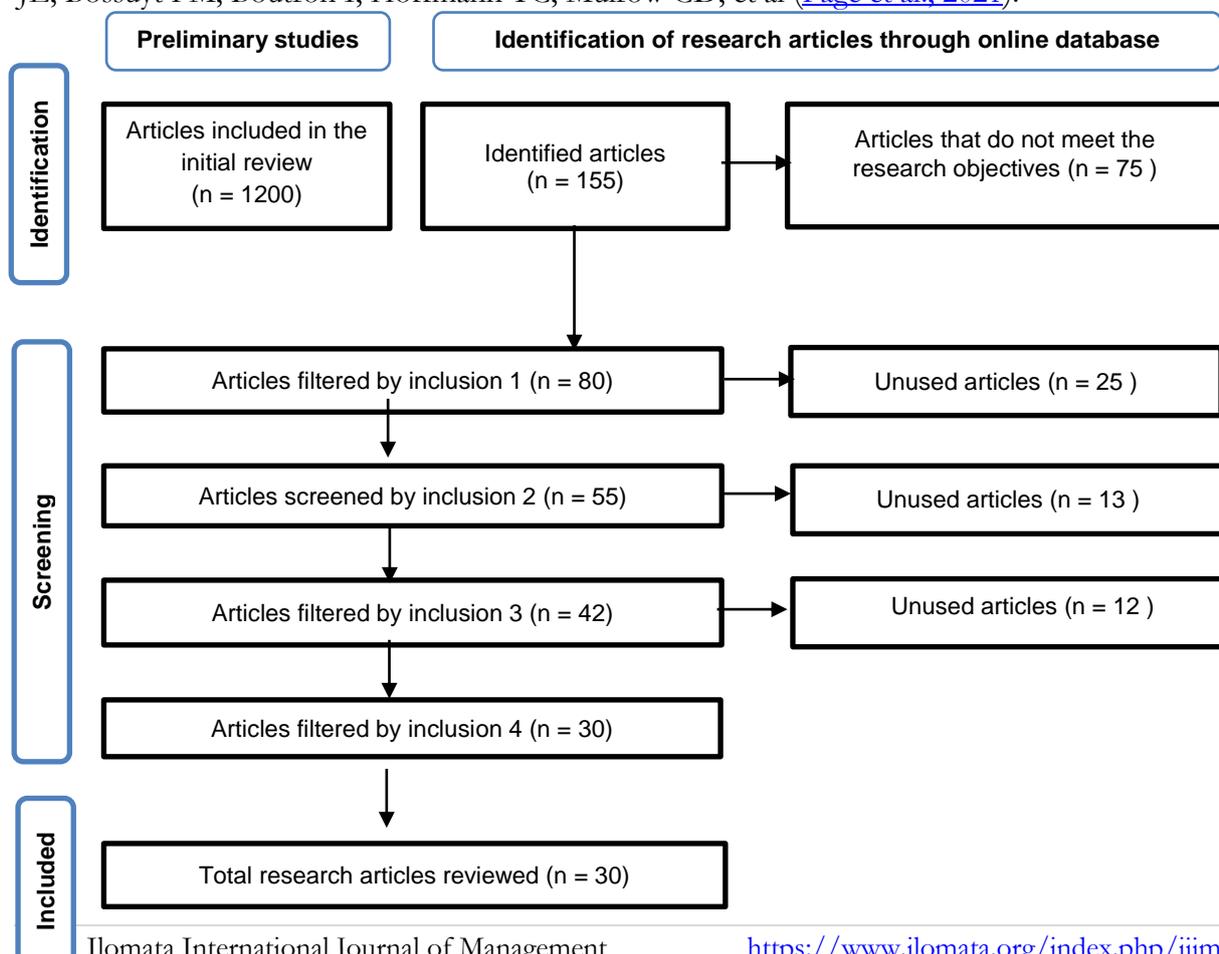


Figure 1. Flowchart of Systematic Literature Review PRISMA Method

The literature review process carried out includes three stages, namely: 1) Identification; 2) Filtering; and 3) determination. In the initial stage, the researcher searched the literature through the database and produced 1200 articles. Research questions must be clearly defined to answer the research objectives. Articles were reviewed from the inclusion and exclusion criteria applied in the study. The inclusion and exclusion criteria that have been validated by a group of experts are as follows.

Table 1. Inclusion Criteria and Exclusion

Criteria Inclusion	Criteria Exclusion Criteria Research
1. work related to the implementation and impact of GHRM in companies.	The research work is not related to the implementation and impact of GHRM in companies.
2. Research articles were published between 2018-and 2022.	Research articles were not published between 2018-and 2022.
3. Research articles are written in English.	Research articles are not written in English.
4. Research articles have gone through a peer-review process. Research articles have	not gone through a peer-review process

At the screening stage, the activities carried out are reading the contents of the article in full to filter and eliminate discussions that are not by the research objectives. From the results of notes according to inclusion criteria 1, 80 articles were obtained. Based on inclusion criteria 2, 55 articles were obtained. Based on inclusion criteria 3, there were 42 articles. Based on inclusion criteria 4, 30 articles were obtained. Researchers identified the contents of articles based on five focused research questions. The identification activity uses several keywords, including: "green human resource management practices"; "organizational employee green behavior"; "organizational environmental performance; "green management"; "sustainable development". At the determination stage, the researcher determines the articles to be reviewed. Articles that are not relevant to the research objectives are not used to ensure consistent focus and reduce bias. 30 articles were selected and reviewed by two authors.

RESULT AND DISCUSSION

The purpose of this systematic review is to provide an overview of the latest research on the implementation of GHRM, problems that arise in the implementation of GHRM, policies and operational steps for implementing GHRM, the impact of implementing GHRM, and recommendations for further research studies on the impact of GHRM implementation based on review articles from 2018 to 2022. In this section, we provide answers to research questions through an analysis of selected articles. The results of a systematic literature review of 30 research articles are as follows.

1. The Development of Research Results on the Implementation of GHRM in a Company During the Last Five Years

During the period from 2018 to early 2022, research on the application of GHRM has received a lot of attention from researchers. To find out the development of research results on the implementation of GHRM in a company during the last five years, we mapped research results

based on title, source, publisher, and research results starting from 2018 to 2022. The summary is presented in table 2.

Table 2. Research Results on GHRM Implementation

Title,	Publishing	Research Results
1. A Proposed Model in the Context of Sri Lanka's Tourism Industry (Siyambalapitiya et al., 2018)	Journal of Cleaner Production	<ul style="list-style-type: none"> GHRM practices strongly support organizational environmental performance, consequently contributing to environmental protection and assisting all organizational stakeholders. In addition, they provide early-mover economic advantages in future green markets, for example, through reduced costs of employee training in environmental Management Systems.
2. Green human resource management practices: scale development and validity (Tang et al., 2018).	AHRI	<ul style="list-style-type: none"> GHRM includes five dimensions: green recruitment and selection, green training, green performance management, green pay and rewards, and green engagement.
3. Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study (Pham et al., 2019).	Elsevier	<ul style="list-style-type: none"> The findings of this study are (i) There is a direct effect of GHRM practices in OCBE; (ii) There is an interaction of three GHRM practices (training, management performance, and employee engagement), which can increase employee voluntary green behavior, depending on the level of green performance management and green employee engagement; and (iii) Green training is seen as a key mechanism for increasing employee voluntary green behavior.
4. The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance (Kim et al., 2019)	Elsevier	<ul style="list-style-type: none"> The implementation of GHRM can increase employee organizational commitment, environmentally friendly behavior, and the appearance of the hotel environment. There is a psychological relationship between the organization (ie, hotel GHRM) and the individual (ie, employees) which is an important factor in the pro-environmental behavior of employees.
5. Implementing Green Human Resource Management: Cost-	Trans Stellar	<ul style="list-style-type: none"> GHRM implementation results in increased productivity, cost efficiency, and employee retention. GHRM can make a significant contribution

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<p>Effective Strategies And Tools (Shemon et al., 2019)</p>		<p>to organizations to reduce environmental pollution and create a healthy, physical and financial work environment. However, implementing a green strategy requires the will of top-level authorities and a legal framework on the part of the government.</p>
<p>6. Green Human Resource Management Practices Among Palestinian Manufacturing Firms- An Exploratory Study (Fetensa et al., 2019)</p>	<p>An International Peer-reviewed Journal</p>	<ul style="list-style-type: none"> ● Manufacturing companies in Palestine are receptive to GHRM practices and recognize that good integration among human resource members has the potential to result in performance better sustainability. ● Human resource managers regard sustainable performance as a priority in their company.
<p>7. Top management commitment, corporate social responsibility and green human resource management A Malaysian study (Yusliza et al., 2019)</p>	<p>Emerald Insight</p>	<ul style="list-style-type: none"> ● There is a significant positive relationship between top management commitment and CSR. ● Top management commitment was found to have a significant positive effect on all dimensions of GHRM practice (green analysis and job position description, green recruitment, green selection, green training, green performance, and green rewards), but in contrast, the relationship between CSR and GHRM was found not to be as important as expected (except for CSR and green analysis and job position descriptions).
<p>8. Promoting employee's pro-environmental behavior through green human resource management practices (Saeed et al., 2019)</p>	<p>Wiley</p>	<ul style="list-style-type: none"> ● GHRM practices positively affect employees' pro-environmental behavior, and environmental psychological capital is mediated by this link. ● Green HRM practices are positively related to employees' pro-environmental behavior, and environmental psychological climate mediates and environmental knowledge moderates the relationship between green HRM practices (green recruitment and selection, green training and development, green performance management and appraisal, green rewards and compensation, and green empowerment). and pro-environmental behavior.
<p>9. The impact of green human</p>	<p>Journal of Cleaner</p>	<ul style="list-style-type: none"> ● The most influential GHRM practices are: 'green recruitment', and 'green training and

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resource management practices on sustainable performance in healthcare organizations: a conceptual framework (Mousa & Othman, 2020)	Production	<p>engagement'; the least influential GHRM practices were 'green performance', and 'management and compensation'.</p> <ul style="list-style-type: none"> ● Path coefficient test results reveal that GHRM has a positive effect on sustainability performance.
10. Impact of Green Human Resource Management (GHRM) practices in Garment industry: Bangladesh Perspective (Saha et al., 2020)	UniversePG	<ul style="list-style-type: none"> ● Green initiatives should be part of corporate social responsibility. ● GHRM helps achieve higher job satisfaction and commitment leading to higher productivity and sustainability.
11. Green human resource management and corporate social responsibility Evidence from Brazilian firms (Freitas et al., 2020)	Emerald Insight	<ul style="list-style-type: none"> ● There is a positive relationship between GHRM and CSR, GHRM practices play out in the context of CSR. ● This study adds empirical evidence on GHRM and CSR in Latin America/South America/Brazil. This research proves that the practices of performance evaluation, teamwork, recruitment, and selection are the most important, for better CSR performance, showing that GHRM is important for building a sustainable organization. ● The role of GHRM is important for the implementation of a management system that allows employees to use their full skills, greater employee involvement, and the entry of new workers who can maintain the company's economic, social and environmental sustainability.
12. Antecedents for greening the workforce: implications for green human resource management	Emerald Insight	<ul style="list-style-type: none"> ● "Green selection facilities", "green recruitment facilities", "green organizational culture", "green purchasing", "green strategies towards ES," "regulatory power towards ES" and "top management's commitment to a green workforce" are the main antecedents for the implementation of

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(Moktadir et al., 2019)		GHRM practices in the tannery industry.
13. Green human resource management A two-study investigation of antecedents and outcomes (Shafaci et al., 2020)	Emerald Insight	<ul style="list-style-type: none"> At the organizational level, organizational environmental culture is positively related to green HRM, and green HRM management is positively related to organizational environmental performance. At the individual level, green HRM positively affects employee job satisfaction, and meaningfulness through work is a strong mediator in this relationship. activities proactive taken by organizations not only improve environmental performance but also result in work meaningfulness and higher job satisfaction in employees.
14. Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry (Yusoff et al., 2020).	Sage	<ul style="list-style-type: none"> This study found that green recruitment and selection, green training and development, and green compensation have a significant relationship with environmental performance, while green performance appraisal does not have a significant relationship with environmental performance.
15. Analyzing green human resource management indicators of the automotive service sector (Raut et al., 2020).	Emerald Insight	<ul style="list-style-type: none"> The findings show that the indicator 'Green organizational culture and adoption of green strategies' 'Green training and development has a significant effect, while 'Green employee relations and union management' is found to be highly dependent on other indicators.
16. Green Human Resource Management for Organizational Citizenship Behavior Towards the Environment and Environmental Performance on a University Campus (Anwar et al., 2020).	Journal of Cleaner Production	<ul style="list-style-type: none"> GHRM practices based on the Ability-Motivation-Opportunity framework have a significant impact on OCBE. Furthermore, OCBE has a significant relationship with the performance environment. For the mediation analysis, the results show that the OCBE demonstrated by the academic staff acts as a means by which the Green HRM practices of a university can have a positive effect on the environmental performance of the university campus.
17. How do green	Roudledge	<ul style="list-style-type: none"> Employee involvement partially mediates the

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<p>HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes (Ababneh, 2021).</p>	<p>Taylor & Francis Group</p>	<p>relationship between green HRM practices and green individual behavior. In addition, this study emphasizes the importance of organization-people interaction in fostering employee engagement with environmental initiatives.</p>
<p>18. Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes (Úbeda-García et al., 2021).</p>	<p>Elsevier</p>	<ul style="list-style-type: none"> • There is a direct and positive relationship between CSR and performance. There is an indirect effect on the relationship through the mediation of GHRM and environmental outcomes.
<p>19. The contribution of green human resource management to the circular economy and performance of environmental certified organizations (Marrucci et al., 2021).</p>	<p>Elsevier</p>	<ul style="list-style-type: none"> • Green human resource management positively affects all organizational performance, although with some differences between each practice. GHRM contributes to the transition to a circular economy without being affected by external factors such as market demand, competitor commitments, or technological support for circularity.
<p>20. Perceived Green Human Resource Management Practices and Corporate Sustainability: Multigroup Analysis and Major Industries Perspectives (Jamal et al., 2021).</p>	<p>MDPI</p>	<ul style="list-style-type: none"> • 's findings show the positive impact of three GHRM practices, namely green recruitment and selection, green payments and rewards, and green employee engagement on corporate sustainability, however, green training does not have a significant relationship with corporate sustainability.
<p>21. Green human resource management practices and environmental</p>	<p>Elsevier</p>	<ul style="list-style-type: none"> • 's findings reveal that green human resource practices (green training & development and green discipline management) are significant predictors of green intellectual capital which further contributes positively to pro-

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<p>performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior (Nisar et al., 2021).</p>		<p>environmental behavior.</p> <ul style="list-style-type: none"> • The findings prove that the pro-environmental behavior of employees plays an important role to improve the hotel's environmental performance. In addition, it was shown that green human resource management practices indirectly contribute to environmental performance through green intellectual capital and pro-environmental behavior.
<p>22. Effects of green human resource management: testing a moderated mediation model (Chaudhary, 2019).</p>	<p>Emerald Insight</p>	<ul style="list-style-type: none"> • The potential of GHRM in turning organizations into talent magnets. This knowledge will motivate practitioners to effectively integrate GHRM with human resources policies, practices, and employee initiatives to attract qualified applicants.
<p>23. Do green human resource management and self-efficacy facilitate green creativity? A study of luxury hotels and resorts (Farooq et al., 2022).</p>	<p>Routledge Taylor & Francis Group</p>	<ul style="list-style-type: none"> • This study examines the association of green human resource management (GHRM) with green creativity (GC). In addition, we examine the mediating effect of green self-efficacy (GSE) and the moderating effect of green transformation leadership (GTL) to provide powerful insights into how organizations can motivate employees to generate innovative solutions to environmental challenges. • There is a positive relationship between GHRM and GC as well as a mediating effect of GSE on the association of GHRM and GC. However, the moderated mediating effect of GTL on the indirect effect of GHRM in GC was not supported.
<p>24. How Do Green Human Resource Management Practices Encourage Employees to Engage in Green Behavior? Perceptions of University Students as Prospective Employees (Ercantan & Eyupoglu, 2022).</p>	<p>MDPI</p>	<ul style="list-style-type: none"> • Green human resource management has a direct influence on voluntary and green task-related behaviors perceived by prospective employees and an indirect influence through mediating psychological perceptions of green climate. • The importance of incorporating the sustainability dimension within the HRM department, as well as the function of GHRM practices in achieving sustainability.

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<p>25. Green Human Resource Practices: A Sustainable Approach To Increase Employee Performance (Khan et al., 2022).</p>	<p>iRASD Journal of Management</p>	<ul style="list-style-type: none"> ● There is a positive relationship between GHRM and employee performance.
<p>26. An assessment of implementing green HRM practices on environmental performance: The moderating role of green process innovation (Irani & Kilic, 2022).</p>	<p>Scholar Commons</p>	<ul style="list-style-type: none"> ● Researchers examined green process innovation (GPI) as a moderator on the relationship between green HRM and environmental processes through the lens of Ability-Motivation-Opportunity Theory (AMO). ● The findings show the importance of adopting green practices in advancing organizational performance, especially environmental aspects.
<p>27. Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership (Darvishmotevali & Altinay, 2022).</p>	<p>Elsevier's</p>	<ul style="list-style-type: none"> ● findings suggest that environmental awareness mediates the impact of green HRM on proactive PEP, but does not support task-related P-EP. Also, servant leadership did not moderate the relationship between green and task-related HRM. Drawing on the social exchange theory, social cognitive, and social learning
<p>28. Influence of Green Recruitment and Selection on Sustainability of Selected Tea Factories in Kericho Highlands Region, Kenya (Kiplangat et al., 2022).</p>	<p>ENSO</p>	<ul style="list-style-type: none"> ● findings establish a significant positive relationship between green recruitment and selection and tea factory sustainability. The study concludes that green recruitment and selection affect plant sustainability.
<p>29. Role of Green Leadership and Green Training on the Green Process Innovation: Mediation of Green Managerial Innovation (Jamshed et al., 2022).</p>	<p>Journal of Xidian University</p>	<ul style="list-style-type: none"> ● Research findings reveal that high green leadership increases the need for green training, green process innovation, and green managerial innovation. ● The results of the exploration revealed that green leadership and green training in hotels increased green managerial innovation while green leadership and green training were also found to be significant predictors of the green innovation process. Moreover, the

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		findings reveal that green managerial innovation has a significant causal mediating effect on green leadership, green training, and green process innovation.
30. How Environmental Knowledge and Green Values Affect the Relationship between Green Human Resource Management and Employees' Green Behavior: From the Perspective of Emission Reduction (Zhu et al., 2021).	MDPI	<ul style="list-style-type: none"> The results show that GHRM has a significant positive predictive effect on employees' green behavior, relational psychological contract plays an intermediary role between GHRM and green behavior of employees and the intermediary role of relational psychological contract is governed by environmental knowledge and green values.

Implementation of GHRM in companies requires commitment from top management and the HR department ([Yusliza et al., 2019](#)). The effective implementation of GHRM can be realized by developing the company's business operational practices that are integrated with the cultivation of environmental awareness as part of the company's strategy. Green management practices must be well integrated to achieve organizational goals ([Du et al., 2015](#); [Santhosh & Baral, 2015](#); [Yusliza et al., 2019](#)). Environmentally friendly HR practices are based on several principles including resulting in higher efficiency, greater cost reduction, and increased employee retention and engagement. GHRM implementation refers to the policies, practices, and systems that affect the organization's employees and the sustainable implementation of resources for the betterment of individuals, society, the natural environment, and business ([Saha et al., 2020](#)). GHRM involves practices that are aligned with the three pillars of environmental sustainability, social balance, and economy ([Opatha & Arulrajah, 2014](#)) and bring benefits to the organization in the long term ([Mishra & Alok, 2011](#)). Based on research results ([Moktadir et al., 2019](#)), successful GHRM implementation must pay attention to three important elements, namely: top management's commitment to greening the workforce; green strategy towards ES; and regulatory power towards ES, these three elements are the basis for the GHRM initiative. Strategies for GHRM development are reforestation facilities; training programs; health and safety management facilities; social awareness of the company's green practices; and green payment and reward facilities. GHRM is integrated into HR management functions including green recruitment and selection, green training, green performance management, green pay and rewards, and green engagement. GHRM can increase employee voluntary green behavior, depending on the level of green performance management and green employee engagement. Green training is seen as a key mechanism for increasing employee voluntary green behavior. The implementation of GHRM can increase employee organizational commitment, environmentally friendly behavior, and environmental appearance. GHRM implementation results in increased productivity, cost efficiency, and employee retention. GHRM can make a significant contribution to organizations to reduce environmental pollution and create a healthy, physical and financial work environment. However, implementing a green strategy requires the will of top-level authorities and a legal

framework on the part of the government. GHRM practices (green recruitment and selection, green training and development, green performance management and appraisal, green rewards and compensation, and green empowerment) and pro-environmental behavior. GHRM helps achieve higher job satisfaction and commitment leading to higher productivity and sustainability. GHRM is important to support the implementation of a management system that allows employees to use their full skills, greater employee involvement, and the entry of new workers who can maintain the company's economic, social and environmental sustainability. GHRM has a significant positive predictive effect on employees' green behavior.

1. Problems that arise in the implementation of GHRM in a company

Problems that arise in the implementation of GHRM can be found in two parties involved, namely the policymaker (top managers and HR managers) and the policy implementers (all employees of the company). Policy makers need to have the ability to predict employee pro-environmental behavior, and a comprehensive understanding of the processes and mechanisms by which GHRM practices that influence such behavior are lacking ([Dumont et al., 2017](#); [Saeed et al., 2019](#)). HR managers must be able to utilize human resources in the process of implementing innovations to achieve environmental performance, waste reduction, social responsibility, and competitive advantage through continuous learning and development and by embracing environmental goals and strategies that are fully integrated with organizational goals and strategies ([Renwick et al., 2013](#)). HR managers must have the ability to measure and influence the employee's environment regarding behavior, attitudes, knowledge, and motivation. HR managers must develop systems that effectively deliver and implement environmentally friendly policies ([Guziana & Dobers, 2013](#); [Jabbour & Santos, 2008](#); [Saeed et al., 2019](#)). Companies that implement GHRM must be able to create a work environment that is by the principles of being environmentally friendly and sustainable. HR managers must be able to integrate these principles into HR management functions, including recruitment and performance management, appraisal, training and development, employment relations, compensation, and termination of employment.

The implementers of the GHRM policy in the company are all employees. To succeed in achieving the goals of green initiatives requires the commitment or willingness of employees to create and implement environmentally friendly ideas ([Babiak & Trendafilova, 2011](#); [Evangelinos et al., 2015](#); [Saeed et al., 2019](#)). The improvement of employees' abilities and skills in practicing GHRM depends on the desire or personal motivation to take full advantage of training, teamwork, assessment of environmental goals, non-financial rewards, and organizational culture. Successful implementation of GHRM requires employee skills, greater employee involvement, and an influx of new workforce capable of sustaining the company's economic, social, and environmental sustainability ([Freitas et al., 2020](#)).

The success of green practices will depend on providing adequate environmental awareness and training for managers and employees ([Fetensa et al., 2019](#)). HR managers should establish green human resource management policies ([Kim et al., 2019](#)). The implementation of green initiatives must involve all employees of the company so that a commitment from top management and HR managers is needed in providing encouragement that can improve employee green behavior. HRM practices and policies designed for management and performance appraisal, recruitment, training and development, salary and rewards, and employee relations are powerful tools that can help align employees with the organization's environmental strategy ([Renwick et al., 2013](#)).

2. Policies And Operational Steps For Successful Implementation of GHRM In A Company

The HR department's policy on implementing GHRM aims to promote the sustainable use of resources in business organizations more generally and promote the cause of environmental sustainability. The HRM policy is embedded in the organization's environmental strategy, to produce employees who have a high awareness of the environment. Such employee practices will help overall organizational performance (Yusliza et al., 2019). HR managers must establish green human resource management policies by exploring the environmentally friendly behavior of employees in the company (Kim et al., 2019). Incorporating green HR policies in the organizational environment plays an important role in implementing the organization's overall environmental strategy (Shemon et al., 2019). HR managers need to look for tools and technologies that will help their employees to implement environmental and sustainability strategies. The strategies include: 1) making green buildings, 2) saving and managing water, and 3) paperless offices. The company's GHRM philosophy is devoted to waste management, recycling, reducing carbon footprint, and using and producing green products (Shemon et al., 2019). The implementation of GHRM is an effort to develop HR which is integrated into the functions of the HR department, namely: job description and job position analysis, selection and recruitment, training and development, performance appraisal and awards, selection and recruitment, performance appraisal and rewards (Yusliza et al., 2019). The strategy for implementing GHRM is to involve various HR functions such as recruitment, induction, training, and development, conducting performance evaluations and determining employee compensation (Saha et al., 2020).

The operational steps taken by companies in Palestine in implementing GHRM have three dimensions: green recruitment (GH), green training and engagement (GTI), and green performance management and compensation (GPC). Palestinian manufacturing companies are investing more in their GTI agenda so that they will be able to transfer their GHRM implementation level to a more advanced level. Manufacturing companies need to include staff informal education programs aimed at developing and encouraging green behavior and learning about how to make significant environmental changes. Operational steps for implementing GHRM in the garment industry in Bangladesh include:

- 1) Increasing the efficiency of employees and garment factory workers.
- 2) Cost-effective production.
- 3) Better employee engagement and retention.
- 4) Helping organizations to reduce employee carbon footprints with electronic filing, and car-sharing.
- 5) Reducing paper usage with the help of teleconferencing and virtual interviews.
- 6) With the help of green human resources, management in the Garment industry lowers costs without losing their talent.
- 7) Waste Reduction
- 8) Reduce costs while cutting costs according to the GHRM function.
- 9) Reduce the use of paper pens in any organization work.

- 10) Reduce business travel and focus on teleconferencing to minimize carbon dioxide emissions.
- 11) Cut down on plastic water bottles.
- 12) Cares deeply about water usage & drainage system leakage to ensure efficient use of water & to reduce water pollution.
- 13) Recycle.

3. Impact of GHRM Implementation on a Company

Today, with increasing global concern about the impact of business operations on the environment, the number of organizations implementing GHRM is increasing sharply ([Daily & Huang, 2001](#)). The impacts of implementing GHRM include:

- 1) Increasing organizational commitment, environmentally friendly behavior, and the appearance of the organization's environment.

The implementation of GHRM in the company shows that there is social concern from company owners and organizational management about the importance of environmental management in supporting the organization's sustainability. Environmentally friendly behavior of employees will affect work productivity, cost efficiency, and employee retention.

- 2) Support the organization's environmental performance, which contributes to environmental protection and helps all stakeholders of the organization.

The implementation of GHRM is an organizational strategy to reduce environmental pollution, create a healthy work environment, achieve efficiency in the company's operational costs, and preserve the environment. This activity will have an impact on the benefits of the organization and all stakeholders.

- 3) Provide economic benefits through reduced costs of training employees in the field of environmental management systems.

The implementation of GHRM contributes to changes in employee attitudes and behavior in the workplace. They will change the way they work to be more effective and efficient and show an attitude of protecting the environment. An environmentally friendly organizational culture will reduce employee training costs for organizations that apply the green industry concept.

- 4) Increase employees through meaningful work.

The implementation of GHRM which is manifested in HR operational practices such as green analysis and job descriptions, green recruitment, green selection, green training, green performance, and overall green rewards can motivate employees to implement sustainable green performance. This is something that is beneficial for fellow humans and the environment so that it can increase employee job satisfaction.

4. Recommendations for Further Research Studies on the Impact of GHRM Implementation

Recommendations for further research on the impact of GHRM implementation are as follows.

- 1) Examine the implementation of GHRM from several different levels involving teams and organizations as well as individuals or employees.
- 2) Examining the impact of GHRM implementation on employee attitudes and behavior.
- 3) Investigate whether GHRM practices can be an effective strategy in improving corporate sustainability in a developing country context.
- 4) Examining the influence of organizational environmental cultural factors as a core factor in GHRM practices and organizational environmental performance.
- 5) Examine how employees engage with environmental initiatives.
- 6) Identify factors that can be used as a reference for green environmental management standards in industrial and service companies as well as the process for obtaining green or environmentally friendly certification.
- 7) Strategies to increase employee participation in the organization's environmental protection efforts.
- 8) Comparing green and non-green organizations in terms of their contribution to environmental protection and sustainable management.

CONCLUSION

This systematic literature review broadens our understanding and knowledge of the development of GHRM implementation outcomes from 2018 to 2022 both theoretically and empirically. The results of this review provide important information for researchers, government, business practitioners, and the community about the impacts and problems of implementing GHRM so that they can contribute to formulating conventional HR management policies and practices toward the concept of green management. The practice of GHRM is the development of work in the HR sector that supports environmentally friendly and sustainable development. Green initiatives in GHRM practices must be part of corporate social responsibility (Saha et al., 2020) which requires commitment from top management in ensuring that the mission and goals of the organization are realized. The implementation of green initiatives will be effective if it involves all employees of the organization, including the HR department. The application of GHRM is carried out in various types of industries, both manufacturing and services, such as hotels, garments, campuses, and leather restaurants. The impact of implementing GHRM on the company can increase the positive behavior of employees, namely concern for the company's environment. This will have an impact on the positive image of the company with the title of an environmentally friendly company. The benefits of this systematic literature review can provide discourse for HR policymakers on how to influence and implement green human resource management practices to maximize sustainable performance. A limitation of this systematic literature review is that it only provides an overview of 30 academic articles obtained from online databases.

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