JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

GREEN HRM AND SUSTAINABLE PERFORMANCE: AN INTEGRATIVE REVIEW AND CONCEPTUAL FRAMEWORK

Dr. Rabia Mumtaz[*1], Mr. Hassam Gul[2]

[*1]*Assistant Professor, DHA Suffa University*
[2]*Lecturer, International College of Excellence*

[*1]rabia.mumtaz@dsu.edu.pk, [2]hassam.gul@ice.edu.pk

DOI: https://doi.org/10.5281/zenodo.23497764

Keywords
Green human resource management, sustainable performance, green employee behavior, green innovation, perceived organizational support, small and medium-sized enterprises

Article History
Received: *25 June 2026*
Accepted: *16 September 2026*
Published: *20 October 2026*

Copyright @Author
Corresponding Author: *
Dr. Rabia Mumtaz

Abstract
Organizations are expected to create economic, social, and environmental value at the same time, yet the human-resource pathways through which this balance is achieved remain unevenly understood. This article integrates research on green human resource management (GHRM) and sustainable performance, conceptualized through the triple bottom line. Drawing on the ability–motivation–opportunity (AMO) framework, the theory of planned behavior (TPB), the natural-resource-based view (NRBV), and social exchange theory (SET), we examine four GHRM practices (green recruitment and selection, green training and development, green performance appraisal, and green compensation and benefits) and trace their effects on sustainable performance through two complementary mechanisms: green employee behavior, a behavioral pathway, and green innovation, a capability pathway. Perceived organizational support shapes how effectively green innovation is converted into sustainable outcomes. The review reveals three patterns. First, evidence linking GHRM practices to sustainable performance is largely positive but inconsistent, particularly for recruitment and training. Second, the mediating roles of employee behavior and innovation are well motivated theoretically but seldom tested together. Third, boundary conditions remain under-theorized, especially in resource-constrained small and medium-sized enterprises (SMEs) in developing economies such as Pakistan. This offer an integrative framework and eight testable propositions, and outline implications for researchers, HR practitioners, and policymakers.

INTRODUCTION
Sustainability has moved from a peripheral concern to a central test of organizational legitimacy. Governments, customers, investors, and employees increasingly expect firms to protect the natural environment and contribute to social welfare without sacrificing financial viability (Elkington, 1998). Meeting these overlapping expectations is not only a technical or strategic task; it is also a human one. Policies

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

on emissions, waste, and energy succeed or fail according to what people inside the organization know, value, and do. This observation has driven the rapid growth of green human resource management (GHRM), commonly defined as the alignment of human resource (HR) policies and practices with an organization's environmental objectives (Kramar, 2014; Renwick et al., 2013).

Two decades of scholarship now suggest that GHRM can strengthen environmental outcomes (Dumont et al., 2017; Guerci et al., 2016) and, in some studies, economic and social outcomes as well (Zaid et al., 2018). Reviews of the field, however, point to persistent limitations (Ren et al., 2018). Findings on individual practices are mixed: some studies report that green recruitment or green training improves performance, while others find weak or null relationships (Guerci et al., 2016; Longoni et al., 2018). The mechanisms that carry GHRM effects to the firm level are usually examined one at a time, with employee-level behavior and organization-level innovation treated in separate literatures. And the conditions under which these mechanisms work, such as the support employees perceive from their organization, have received comparatively little attention, particularly outside large firms in developed economies.

These gaps matter most for small and medium-sized enterprises (SMEs). SMEs account for a large share of industrial activity and, collectively, of industrial pollution, yet they typically lack the dedicated environmental departments, certified management systems, and capital reserves available to larger competitors. In such settings, ordinary employees and the HR practices that shape them may be among the few levers available for sustainability. Pakistan illustrates the point. Its industrial sector faces serious air-quality and resource pressures, while its SMEs operate with limited technical capacity and uneven regulatory enforcement, so evidence on how GHRM translates into sustainable performance is both scarce and practically valuable.

This article addresses these gaps through an integrative review that culminates in a conceptual framework. We make three contributions. First, we disaggregate GHRM into four practices (green recruitment and selection, green training and development, green performance appraisal, and green compensation and benefits) and synthesize their links to the three dimensions of sustainable performance. Second, we position green employee behavior and green innovation as parallel mediators, grounding the former in the ability–motivation–opportunity (AMO) framework and the theory of planned behavior (TPB) and the latter in the natural-resource-based view (NRBV). Third, we draw on social exchange theory (SET) to propose perceived organizational support as a boundary condition that determines how fully green innovation translates into sustainable performance. The article closes with eight propositions, practical implications, and an agenda for future research.

Conceptualizing Sustainable Performance

Organizational performance has no single agreed definition; what counts as success depends on the discipline and context in which it is assessed (Richard et al., 2009). Traditional measures emphasize financial returns, product-market outcomes, and shareholder value. Sustainability research broadens this view by asking organizations to account for the people and ecosystems affected by their activities. The most widely used organizing device is the triple bottom line, which evaluates performance on economic, social, and environmental dimensions, often summarized as profit, people, and planet (Elkington, 1998). In this article, sustainable performance denotes the simultaneous and enduring achievement of outcomes on all three dimensions.

Economic performance reflects an organization's ability to meet customer demand profitably while using resources efficiently, for example through cost savings, productivity gains, and market growth. *Social performance* captures an organization's treatment of, and contribution to,

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

its internal and external stakeholders, including employee health and safety, fair treatment, product responsibility, and community well-being. *Environmental performance* concerns the results of an organization's management of its environmental aspects. The International Organization for Standardization (2021) frames it through two families of indicators, one describing operational outcomes (such as emissions, energy use, and waste) and one describing management efforts (such as policies, audits, and targets).

The two-part structure of environmental performance deserves attention because it is frequently collapsed in empirical work. Trumpp et al. (2015) reviewed the literature and concluded that most studies merge management and operational indicators into a single score, obscuring the distinction between what firms do to manage the environment and what results from it. Earlier work had already proposed separating environmental management performance from environmental operational performance (Xie & Hayase, 2007), and measurement scales built on this logic are available for firm-level research (Large & Thomsen, 2011). For GHRM scholars the distinction is useful: HR practices plausibly influence management-level outcomes first, with operational results following as behaviors and technologies change.

Treating sustainable performance as a multidimensional construct also guards against a common bias. Studies that examine only environmental outcomes may overstate the benefits of GHRM by ignoring costs, whereas studies that examine only financial results may miss social gains. A triple-bottom-line view lets researchers ask whether GHRM practices create synergies among the three dimensions or merely trade one for another, which is the question that matters most to managers in resource-constrained firms.

Green HRM Practices and Sustainable Performance

GHRM embeds environmental goals in the core HR functions. Renwick et al. (2013) describe it as a set of policies that develop employees' green abilities, motivate green effort, and create opportunities to act on both. Although the literature lists many possible practices, a core group recurs across scale-development and empirical studies (Jabbour & Santos, 2008; Tang et al., 2018). We focus on four of them because they map onto the main levers through which HR can shape employee conduct and because they allow a balance between breadth and depth. Table 1 summarizes them.

Table 1 Green HRM Practices Examined in This Review

Practice	Core idea	Primary AMO lever	Representative sources
Green recruitment and selection (GRS)	Attracting and choosing applicants who are environmentally aware and whose values fit the organization's green aims	Ability	Jabbour & Santos (2008); Renwick et al. (2013); Tang et al. (2018)
Green training and development (GTD)	Building employees' environmental knowledge, skills, and awareness	Ability	Jabbour et al. (2010); Renwick et al. (2013)
Green performance appraisal (GPA)	Evaluating and giving feedback on employees' environmental contributions	Opportunity and motivation	Jabbour et al. (2010); Jackson et al. (2011)
Green compensation	Using financial and non-financial rewards to recognize green effort	Motivation	Govindarajulu & Daily (2004); Jabbour et al.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

Practice	Core idea	Primary AMO lever	Representative sources
and benefits (GCB)			(2010)

Note. AMO = ability–motivation–opportunity. The mapping of practices to AMO levers follows common usage in the GHRM literature; some practices operate on more than one lever.

GRS signals an organization's environmental identity to the labor market and screens for applicants who share it. Environmental reputation can help firms attract talent, and web-based channels allow richer communication of green initiatives than traditional advertising (Renwick et al., 2013). Selecting people who are committed to environmental concerns may also seed the organization with the tacit knowledge needed for environmental management (Jabbour, 2011). Empirical results are nonetheless uneven. Several studies associate green hiring with better sustainability outcomes (Zaid et al., 2018), whereas others report no significant relationship with environmental performance (Guerci et al., 2016). The inconsistency suggests that GRS may matter less by itself than through what hired employees subsequently do.

Training is widely regarded as the practice most closely tied to environmental management because it conveys policies, procedures, and the attitudes needed to implement them (Jabbour et al., 2010; Renwick et al., 2013). Investigations in manufacturing and services link training to stronger environmental and, in some cases, economic and social results (Longoni et al., 2018; Zaid et al., 2018). Yet training that remains informational, one-off, or detached from daily tasks may leave behavior unchanged, which could explain null findings in some samples. The design of the training, rather than its mere presence, appears to be the relevant variable.

What is measured and discussed in appraisals signals what the organization values. Green appraisal incorporates environmental incidents, responsibilities, and contributions into performance reviews and provides feedback that can reinforce or correct employee conduct (Jabbour et al., 2010). Organizations with formal environmental management systems often set individual environmental objectives, and such integration is considered important for aligning sustainability goals with everyday work (Jackson et al., 2011). A practical difficulty is that environmental contributions are hard to isolate at the individual level, which can weaken the credibility of appraisal metrics (Renwick et al., 2013).

Rewards connect environmental effort to personal outcomes. Financial rewards, recognition, time off, and similar benefits have been used to encourage employees to contribute to environmental improvement (Govindarajulu & Daily, 2004; Jabbour et al., 2010). Because appraisal and rewards are closely coupled in practice, many authors study them together as green performance management and compensation. We keep the two analytically distinct, since appraisal supplies information and feedback while compensation supplies incentives, and each may influence outcomes through different psychological routes.

Synthesis

Taken together, the evidence supports a cautiously positive expectation that each practice contributes to sustainable performance, but it also shows that effects vary by practice, context, and measurement. These patterns motivate the first proposition.

Proposition 1. Green recruitment and selection (P1a), green training and development (P1b), green performance appraisal (P1c), and green compensation and benefits (P1d) are each positively related to sustainable performance.

Mediating Mechanisms: Green Employee Behavior and Green Innovation

If GHRM affects sustainable performance, it must do so through something. Two mechanisms

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

are especially prominent in the literature and operate at different levels: what individual employees do, and what the organization is able to create.

Green Employee Behavior: The Behavioral Pathway

Green employee behavior refers to employees' discretionary, environmentally beneficial actions at work, such as conserving energy, reducing and segregating waste, recycling, and suggesting environmental improvements (Norton et al., 2015; Paillé et al., 2014). Because many of these actions fall outside formal job descriptions, they resemble organizational citizenship behaviors directed toward the environment (Daily et al., 2009). Their importance is practical as well as conceptual. Environmental policies are implemented through daily routines, so the cumulative effect of employee conduct can determine whether a policy has any effect on resource use, costs, and reputation.

Research consistently identifies GHRM as an antecedent of such behavior. Studies in manufacturing, hospitality, and other sectors show that GHRM practices raise employees' green engagement and pro-environmental conduct, often by shaping a shared perception of the organization's environmental climate and by strengthening intrinsic motivation (Dumont et al., 2017; Pham et al., 2019; Saeed et al., 2019). Each practice can be linked to this outcome. Selection brings in people whose values favor green action; training supplies the knowledge to act; appraisal clarifies expectations and supplies feedback; and rewards recognize the effort involved. Theoretically, this is a clear case of the AMO logic, in which practices build ability, motivation, and opportunity (Appelbaum et al., 2000), and of the TPB, in which practices shape attitudes, subjective norms, and perceived behavioral control, thereby strengthening intentions and behavior (Ajzen, 1991).

Evidence also supports a link from employee green behavior to firm-level outcomes. Environmentally responsible conduct can lower resource consumption and waste, improve reputation, and strengthen relationships with stakeholders (Daily et al., 2009; Norton et al., 2015). The behavior may be particularly consequential in SMEs, where formal environmental management systems are rare and voluntary employee action can partly substitute for institutional structures. At the same time, behavior alone may not be sufficient. Research on SMEs in developing economies indicates that employee initiative yields its full benefits only when supported by management and resources, a point we develop below.

Green Innovation: The Capability Pathway

Green innovation comprises new or substantially improved products, processes, and management practices that conserve energy, reduce waste, or limit pollution (Chen et al., 2006). It spans technological changes, such as cleaner production methods, and non-technological changes, such as new business models. Its strategic appeal stems from the argument that environmental improvement and competitiveness need not conflict, because well-designed regulation and market pressure can stimulate innovations that offset their costs (Porter & van der Linde, 1995). Empirical studies connect green innovation to cost reductions, price premiums, and market opportunities, although the strength of these returns varies by innovation type and context (Dangelico & Pujari, 2010; Horbach et al., 2012). The NRBV supplies the theoretical bridge from HR practices to innovation. Hart (1995) argued that firms gain competitive advantage by developing capabilities in pollution prevention, product stewardship, and sustainable development. Human resources are the carriers of such capabilities. GHRM can build a workforce that has the knowledge, motivation, and mandate to identify and implement green solutions, which transforms people management into a source of difficult-to-imitate environmental capability. Consistent with this argument, empirical work finds that GHRM supports green innovation, which in turn improves environmental and wider performance outcomes

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

(Singh et al., 2020). For SMEs, whose innovation is often incremental and process-oriented, human capability may be an especially important input.

Propositions

The foregoing discussion leads to a set of propositions about direct effects and mediation.

Proposition 2. Green recruitment and selection (P2a), green training and development (P2b), green performance appraisal (P2c), and green compensation and benefits (P2d) are each positively related to green employee behavior.

Proposition 3. Green recruitment and selection (P3a), green training and development (P3b), green performance appraisal (P3c), and green compensation and benefits (P3d) are each positively related to green innovation.

Proposition 4. Green employee behavior is positively related to sustainable performance.

Proposition 5. Green innovation is positively related to sustainable performance.

Proposition 6. Green employee behavior mediates the relationship between each GHRM practice and sustainable performance.

Proposition 7. Green innovation mediates the relationship between each GHRM practice and sustainable performance.

Organizational Support as a Boundary Condition

Innovation does not translate into performance automatically. Whether green innovations are adopted, refined, and sustained depends on the people who carry them out and on the climate in which they work. Perceived organizational support (POS), defined as employees' general belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986), is a prominent candidate for this conditioning role. A meta-analysis of POS research found it to be related to affective commitment, job satisfaction, and performance (Rhoades & Eisenberger, 2002), and a later review confirmed its associations with a broad range of favorable attitudes and behaviors (Kurtessis et al., 2017). In environmental contexts, organizational support takes concrete forms such as leadership attention, resource allocation, clear policies, and recognition of green effort (Daily et al., 2009).

SET explains why such support should matter. Social exchange rests on norms of reciprocity: when one party provides benefits, the other feels obliged to respond in kind (Blau, 1964; Cropanzano & Mitchell, 2005). Employees who perceive that the organization invests in them and recognizes their efforts are therefore more willing to expend discretionary effort, take risks, and share ideas (Eisenberger et al., 1986). Green innovation is demanding, uncertain, and often reliant on discretionary effort beyond the formal job. It is precisely the kind of activity that employees are more likely to pursue when they trust that effort will be recognized and that failure will not be penalized. Where support is weak, even well-designed innovations may be implemented half-heartedly, adopted unevenly, or abandoned.

This reasoning implies a moderating effect, not merely an additive one. Support should amplify the extent to which innovation outputs are embedded in routines, accepted by staff, and converted into economic savings, social benefit, and environmental improvement. Prior research has examined organizational support mainly as an antecedent or mediator of green behavior, including as a link between green leadership or HR practices and employee outcomes. Its role as a boundary condition on the innovation–performance relationship has been explored far less. The omission is notable for SMEs in developing economies, where support structures vary widely and where innovation investments are costly relative to firm resources.

Proposition 8. Perceived organizational support moderates the relationship between green innovation and sustainable performance, such that the relationship is stronger when support is high than when it is low.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

Theoretical Integration and Conceptual Framework

No single theory accounts for the whole chain from HR practice to sustainable performance. Four perspectives, operating at different levels, explain complementary links in the chain (Table 2).

Table 2 Theoretical Perspectives Underpinning the Framework

Theory	Level of analysis	Link explained	Core argument
Ability–motivation–opportunity (AMO; Appelbaum et al., 2000)	Practice-to-employee	GHRM practices to green employee behavior	Performance results from employees' ability, motivation, and opportunity to act; HR practices can build each
Theory of planned behavior (TPB; Ajzen, 1991)	Individual	Practices to attitudes, norms, and perceived control, then to behavior	Behavior follows intention, which depends on attitude, subjective norms, and perceived behavioral control
Natural-resource-based view (NRBV; Hart, 1995)	Organization	GHRM to green innovation to performance	Capabilities in pollution prevention, stewardship, and sustainable development yield competitive advantage
Social exchange theory (SET; Blau, 1964)	Relationship	Organizational support as moderator	Perceived support creates obligations to reciprocate through discretionary effort

AMO and TPB jointly explain the behavioral pathway. AMO is a design logic for the organization: it tells managers which levers (selection and training for ability, rewards and appraisal feedback for motivation, and participation and supportive conditions for opportunity) to pull (Appelbaum et al., 2000; Renwick et al., 2013). TPB opens the psychological black box, specifying how those levers translate into attitudes, perceived norms, and a sense of control that precede behavior (Ajzen, 1991). The NRBV addresses the capability pathway. It treats green innovation as an environmental capability built on human resources and valued for its contribution to long-term advantage (Hart, 1995; Hart & Dowell, 2011), extending the broader resource-based argument that valuable, rare, and difficult-to-imitate resources underpin performance (Barney, 1991). Finally, SET explains why the capability pathway is conditional: employees reciprocate organizational investment, so innovation is more likely to be translated into results where support is perceived to be high (Blau, 1964; Eisenberger et al., 1986).

Figure 1 integrates these arguments. GHRM practices are the antecedents; green employee behavior and green innovation are parallel mediators; sustainable performance, comprising economic, social, and environmental outcomes, is the criterion; and organizational support conditions the final link from innovation to performance. Direct effects of practices on performance are retained, because partial mediation is plausible when practices also work through other channels, such as employer branding or organizational culture.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

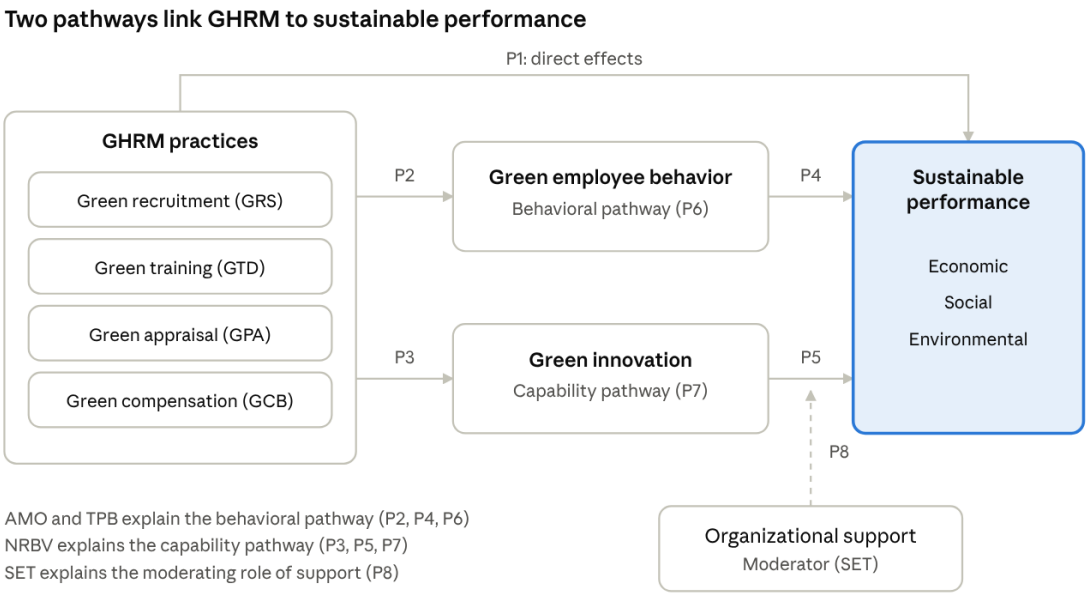


Figure 1 Integrative Framework Linking GHRM Practices to Sustainable Performance

Note. GHRM = green human resource management; GRS = green recruitment and selection; GTD = green training and development; GPA = green performance appraisal; GCB = green compensation and benefits; AMO = ability–motivation–opportunity; TPB = theory of planned behavior; NRBV = natural-resource-based view; SET = social exchange theory. P1–P8 refer to the propositions stated in the text.

Discussion

This review set out to clarify how green HR practices contribute to sustainable performance and under what conditions. Three conclusions emerge. First, GHRM is best understood as a system of complementary practices whose effects differ by practice and context, which helps explain the mixed findings reported for recruitment and training. Second, GHRM appears to work through at least two distinct but compatible channels: a behavioral channel, in which employees' everyday actions change, and a capability channel, in which the organization develops the capacity to innovate. Third, the payoff from innovation is not automatic but depends on the support employees perceive from their organization.

Theoretical Implications

The framework contributes to the GHRM literature in three ways. It moves beyond single-mediator models by treating behavioral and innovation pathways as parallel and testable together, which allows researchers to estimate their relative contributions rather than assume one dominates. It connects levels of analysis by pairing individual-level theories (AMO, TPB) with organization-level theories (NRBV) and a relational theory (SET), thereby addressing calls to bridge micro and macro perspectives in sustainability research. And it introduces a boundary condition on the innovation–performance link that has received limited empirical attention, shifting the question from

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

whether green innovation improves performance to when it does so.

Practical Implications

For managers, especially in SMEs, the analysis suggests four priorities. Training should be designed to change task-level behavior, not merely to raise awareness, and should be reinforced by feedback. Appraisal and reward systems should be visible and fair, and need not be expensive: modest, clearly linked recognition can signal that environmental effort counts. Recruitment can emphasize environmental values where labor markets allow, but is unlikely to substitute for training and reinforcement. Most importantly, investments in green innovation should be accompanied by visible managerial support, including resources, time, and tolerance for experimentation, since without it the expected returns may not materialize. Policymakers can reinforce these efforts by supporting skills development, technology transfer, and incentives that lower the cost of green innovation for small firms.

Limitations and Future Research

This article is a narrative, integrative review rather than a systematic or meta-analytic one, so its conclusions about the direction and consistency of effects should be treated as informed expectations to be tested. The underlying studies vary widely in sector, measurement, and design, and many rely on cross-sectional, self-reported data, which limits causal inference and may inflate relationships through common-method variance.

Several avenues follow from the framework. First, researchers should test the full model, including parallel mediation and moderated mediation, in SME samples using multi-source or time-separated data and appropriate structural-equation or multilevel methods. Second, studies should examine practices separately instead of as a single bundle, and should evaluate whether combinations of practices have synergistic effects. Third, performance should be measured on all three triple-bottom-line dimensions, and environmental performance should distinguish management from operational indicators (Trumpp et al., 2015). Fourth, other boundary conditions, such as green transformational leadership, organizational culture, regulatory pressure, and digital readiness, deserve attention. Finally, comparative work across countries and sectors would show how far the proposed mechanisms generalize beyond the developing-economy SME settings that motivated this review.

Conclusion

Sustainable performance is ultimately produced by people working within supportive systems. By linking four GHRM practices to sustainable performance through employee behavior and green innovation, and by identifying organizational support as a condition for realizing innovation's benefits, this article offers a theoretically grounded and empirically testable account of how HR management can contribute to sustainability. We hope the eight propositions stimulate rigorous research, particularly in the SMEs that collectively shape environmental outcomes yet remain underrepresented in the literature.

REFERENCES

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes, 50*(2), 179–211.

Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120.

Blau, P. M. (1964). *Exchange and power in social life*. Wiley.

Chen, Y.-S., Lai, S.-B., & Wen, C.-T. (2006). The influence of green innovation performance on corporate advantage in Taiwan. *Journal of Business Ethics, 67*(4), 331–339.

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900.

Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society, 48*(2), 243–256.

Dangelico, R. M., & Pujari, D. (2010). Mainstreaming green product innovation: Why and how companies integrate environmental sustainability. *Journal of Business Ethics, 95*(3), 471–486.

Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management, 56*(4), 613–627.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*(3), 500–507.

Elkington, J. (1998). *Cannibals with forks: The triple bottom line of 21st century business*. New Society Publishers.

Govindarajulu, N., & Daily, B. F. (2004). Motivating employees for environmental improvement. *Industrial Management & Data Systems, 104*(4), 364–372.

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance: The mediating role of green HRM practices. *The International Journal of Human Resource Management, 27*(2), 262–289.

Hart, S. L. (1995). A natural-resource-based view of the firm. *Academy of Management Review, 20*(4), 986–1014.

Hart, S. L., & Dowell, G. (2011). A natural-resource-based view of the firm: Fifteen years after. *Journal of Management, 37*(5), 1464–1479.

Horbach, J., Rammer, C., & Rennings, K. (2012). Determinants of eco-innovations by type of environmental impact: The role of regulatory push/pull, technology push and market pull. *Ecological Economics, 78*, 112–122.

International Organization for Standardization. (2021). *Environmental management: Environmental performance evaluation; Guidelines* (ISO Standard No. 14031:2021).

Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training, 43*(2), 98–105.

Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management, 19*(12), 2133–2154.

Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: Methodological perspectives. *The International Journal of Human Resource Management, 21*(7), 1049–1089.

Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management. *German Journal of Research in Human Resource Management, 25*(2), 99–116.

Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management, 25*(8), 1069–1089.

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management, 43*(6), 1854–1884.

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

Large, R. O., & Thomsen, C. G. (2011). Drivers of green supply management performance: Evidence from Germany. *Journal of Purchasing and Supply Management, 17*(3), 176–184.

Longoni, A., Luzzini, D., & Guerci, M. (2018). Deploying environmental management across functions: The relationship between green human resource management and green supply chain management. *Journal of Business Ethics, 151*(4), 1081–1095.

Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment, 28*(1), 103–125.

Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics, 121*(3), 451–466.

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management, 72*, 386–399.

Porter, M. E., & van der Linde, C. (1995). Toward a new conception of the environment–competitiveness relationship. *Journal of Economic Perspectives, 9*(4), 97–118.

Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management, 35*(3), 769–803.

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews, 15*(1), 1–14.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87*(4), 698–714.

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management, 35*(3), 718–804.

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management, 26*(2), 424–438.

Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change, 150*, Article 119762.

Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources, 56*(1), 31–55.

Trumpp, C., Endrikat, J., Zopf, C., & Guenther, E. (2015). Definition, conceptualization, and measurement of corporate environmental performance: A critical examination of a multidimensional construct. *Journal of Business Ethics, 126*(2), 185–204.

Xie, S., & Hayase, K. (2007). Corporate environmental performance evaluation: A measurement model and a new concept. *Business Strategy and the Environment, 16*(2), 148–168.

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 6 • October 2026

Zaid, A. A., Jaaron, A. A. M., & Bon, A. T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production, 204*, 965–979.

JOURNAL FOR SOCIAL SCIENCE STUDIES
ADVANCING KNOWLEDGE, INSPIRING SOCIETY