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

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL FINANCIAL PERFORMANCE: THE MEDIATING ROLE OF GREEN INNOVATION

Saeed Nawaz[*1], Muhammad Parial[2], Faraz Ahmed[3], Inayat Ali[4]

[*1]*M.phil Scholar, Department Public Administration, University of Sindh Jamshoro,*
[2]*MBA, Institute of Business Administration, University of Sindh Jamshoro,*
[3]*M.phil Scholar, Department Public Administration, University of Sindh Jamshoro,*
[4]*MBA, University of Karachi, Business School,*

[*1]saeedofficial2025@gmail.com,[2]mohammadparial7@gmail.com, [3]farazmemon990@gmail.com, [4]inayatshah1989@gmail.com

DOI: https://doi.org/10.5281/zenodo.22107086

Keywords
Green Human Resource Management; Green Innovation; Green Human Capital; Financial Performance; Resource-Based View; Ability–Motivation–Opportunity Theory

Article History

Received: 28 May 2026
Accepted: 15 July 2026
Published: 31 July 2026

Copyright @Author

Corresponding Author: *
Saeed Nawaz

Abstract

Green Human Resource Management (GHRM) has become an important mechanism through which organizations align human-resource systems with environmental strategy. Although the literature consistently links GHRM with environmental outcomes and green innovation, its relationship with financial performance is more complex because human-resource practices generally create value through intermediate organizational capabilities rather than through immediate economic returns. This conceptual research article develops an integrated explanation of how GHRM can contribute to organizational financial performance through green innovation. Drawing on the Resource-Based View (RBV) and Ability–Motivation–Opportunity (AMO) theory, the article argues that green recruitment, training, performance management, rewards, and employee involvement strengthen green human capital and employee capability. These capabilities support green product, process, and organizational innovation, which can create economic value through resource efficiency, cost reduction, product differentiation, market responsiveness, and competitive advantage. Recent empirical evidence is consistent with this mechanism. In particular, research on Spanish textile firms has shown that green product and green process innovation can mediate the relationship between GHRM and financial performance, while evidence from other organizational settings similarly identifies eco-innovation and green innovation as important explanatory mechanisms. The article contributes by integrating GHRM, green human capital, green innovation, and financial performance into a coherent strategic framework and by avoiding causal claims that exceed the strength of predominantly cross-sectional evidence. The framework provides a foundation for future longitudinal, multi-source, and financially grounded empirical research.

1. INTRODUCTION

Environmental sustainability has evolved from a peripheral corporate concern into a strategic priority that shapes regulation, stakeholder expectations, production systems, innovation agendas, and competitive positioning. Organizations are

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

increasingly expected to reduce environmental harm without compromising productivity, market relevance, or financial viability. Meeting these expectations requires more than environmental technologies and formal sustainability policies; it also depends on employees who possess the knowledge, motivation, and opportunity to translate environmental objectives into routine organizational practice.

Green Human Resource Management (GHRM) addresses this requirement by incorporating environmental considerations into human-resource policies and practices. It commonly includes green recruitment and selection, environmental training and development, green performance management, green compensation and rewards, and employee participation in environmental initiatives.[1–4] These practices can influence the environmental knowledge base of the organization, reinforce sustainability-oriented behavior, and create conditions in which employees contribute to environmental problem solving and innovation.

The literature has developed rapidly around the environmental consequences of GHRM. Studies have linked GHRM with employee green behavior, environmental performance, green organizational culture, and green innovation.[5–8] However, the financial implications of GHRM require a more precise explanation. Human-resource practices represent investments in people and organizational systems. Their economic value is therefore unlikely to arise simply because a firm introduces green training or adds environmental criteria to performance appraisal. Financial value becomes more plausible when these practices develop capabilities that are subsequently converted into operational improvements, innovation, or competitive advantage.

Green innovation is particularly important in this respect. Green product innovation can improve environmental characteristics of products, materials, packaging, and product life cycles, while green process innovation can reduce energy consumption, material waste, emissions, and production inefficiencies. These innovations may generate economic benefits through lower operating costs, improved resource productivity, differentiated offerings, access to environmentally sensitive markets, and stronger strategic positioning. The relationship between GHRM and financial performance can therefore be understood more convincingly when green innovation is treated as an intermediate value-creation mechanism.

Recent empirical research provides increasingly direct support for this interpretation. Ansari et al. examined the relationship among GHRM, eco-innovation, and firms' financial performance and reported a mediating role for eco-innovation.[19] More recently, Labella-Fernández et al. used survey data together with archival financial data from 244 Spanish textile firms and found that green product and green process innovation mediated the relationship between green HRM and performance.[9] Martínez-Egea et al., using the same industry context, further showed that knowledge creation is an important mechanism connecting GHRM with green product and process innovation.[13] These developments indicate that the literature is moving beyond simple direct-effect models toward a capability-based explanation of how GHRM can become economically relevant.

Accordingly, this article develops an integrated conceptual framework in which GHRM strengthens green human capital and employee capability, these capabilities facilitate green innovation, and green innovation creates pathways to financial performance. As a conceptual research article, it does not report original participants, primary data, or statistical tests. Its purpose is theoretical integration: to connect established GHRM practices with employee capability, innovation, and economic value in a coherent framework that can be subjected to rigorous empirical testing.

2. Theoretical Foundation

2.1 Resource-Based View

The Resource-Based View (RBV) explains competitive advantage through resources and capabilities that are valuable, difficult to imitate, and effectively organized.[10] Human capital is strategically relevant within this perspective because employee knowledge, skills, experience, and organizational learning can be difficult for competitors to reproduce. In the environmental

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

context, these resources can take the form of green human capital: the environmental knowledge, technical competence, experience, and problem-solving capability that employees bring to sustainability-related tasks.

GHRM can be interpreted as an organizational architecture for developing and deploying this green human capital. Green recruitment can attract employees with environmental awareness or relevant technical knowledge. Green training can strengthen environmental competence and provide employees with the skills required to operate cleaner technologies or redesign work processes. Green performance management can align individual objectives with environmental priorities, while green rewards and recognition can reinforce contributions to environmental improvement. Employee involvement can then provide channels through which knowledge is converted into practical ideas.

The RBV therefore explains why GHRM can generate strategic value beyond regulatory or symbolic compliance. Its value does not reside merely in the presence of green HR policies, but in the distinctive human and organizational capabilities that those policies help to develop, coordinate, and mobilize.

2.2 Ability–Motivation–Opportunity Theory

Ability–Motivation–Opportunity (AMO) theory complements the RBV by explaining how HR practices influence employee contribution.[12] Under the AMO framework, employees are more likely to perform effectively when they possess the ability to perform, are motivated to contribute, and have opportunities to apply their capabilities.

GHRM maps closely onto these three conditions. Green recruitment and training strengthen ability by increasing environmental knowledge and competence. Performance management, recognition, and rewards can strengthen motivation by signaling that environmental contribution is valued. Employee participation, suggestion systems, teamwork, and involvement in environmental decision-making create opportunities to apply knowledge and generate solutions.

Integrating AMO and RBV provides a multilevel explanation of the proposed mechanism. AMO clarifies how HR practices shape employee ability, motivation, and opportunity to contribute, whereas RBV explains how the resulting capabilities can become strategically valuable organizational resources. Green innovation then serves as the organizational process through which employee capability can be translated into outcomes with environmental and financial significance.

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

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

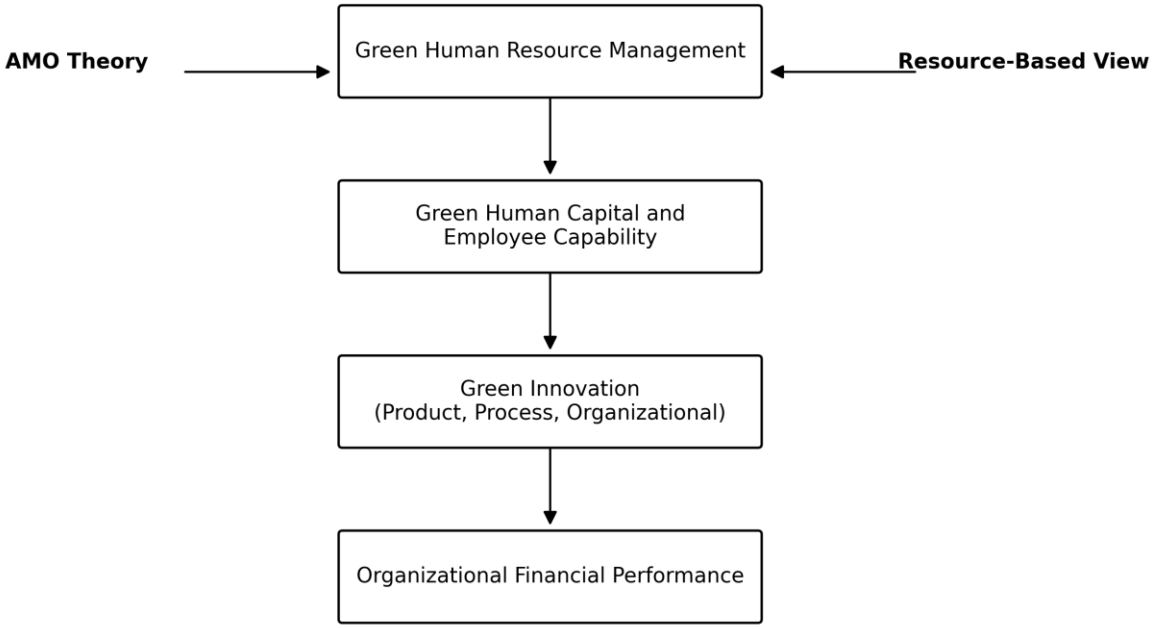

Figure 1. Integrated theoretical framework linking GHRM, green human capital, green innovation, and financial performance.

3. Green Human Resource Management and Green Human Capital

Green human capital refers to employees' environmental knowledge, skills, experience, expertise, and capacity to solve sustainability-related problems. It is conceptually distinct from GHRM. GHRM represents the organizational practices used to recruit, develop, motivate, and involve employees, whereas green human capital represents the capability that can result from those practices.

This distinction is important because it prevents the analysis from assuming that the introduction of an HR policy automatically produces organizational outcomes. A green training program, for example, can improve knowledge, but the knowledge must be retained, shared, and applied before it contributes to innovation. Similarly, green recruitment can increase the environmental competence available to the firm, but that competence creates strategic value only when employees are able to participate in relevant organizational processes.

Knowledge creation and knowledge sharing are therefore important links between GHRM and innovation. Martínez-Egea et al. found that GHRM enhanced the knowledge creation process in Spanish textile firms and that knowledge creation subsequently supported green product and process innovation.[13] This evidence reinforces the view that human-resource systems create value by developing and mobilizing knowledge rather than by producing financial outcomes directly.

4. GHRM and Green Innovation

Green innovation refers to the development or implementation of products, processes, technologies, and organizational practices that reduce environmental harm or improve environmental performance. Product and process innovation deserve separate attention because they operate through different organizational mechanisms. Green product innovation concerns the environmental characteristics of market offerings, whereas green process innovation concerns the methods through which goods and services are produced or delivered.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

GHRM can support both forms of innovation. Recruitment can bring environmental expertise into the organization; training can improve technical knowledge; performance systems can direct attention toward environmental objectives; rewards can reinforce innovative contributions; and employee involvement can create opportunities for experimentation and problem solving. These practices collectively create an environment in which employees are more capable of identifying inefficiencies and developing environmentally improved alternatives.

Empirical research is broadly consistent with this relationship. Singh et al. linked GHRM with green innovation and environmental performance, while Kuo et al. reported positive relationships among GHRM, employee green innovation, and environmental performance.[6,7] Muisyo and Qin further emphasized the importance of green innovation culture in strengthening the contribution of GHRM to green performance.[5] The evidence therefore supports the interpretation of GHRM as an enabling system for innovation, while still recognizing that leadership, strategy, organizational culture, and knowledge-sharing conditions can influence the strength of the relationship.

5. Green Innovation and Financial Performance

The economic relevance of green innovation can be understood through several mechanisms. Green process innovation can improve resource productivity by reducing energy use, material consumption, waste, rework, and production inefficiencies. These improvements can lower operating costs and strengthen margins. Green product innovation can contribute to differentiation by improving product design, environmental characteristics, durability, recyclability, or material composition. Where customers or business partners value these characteristics, innovation can strengthen market positioning and create new revenue opportunities.

Financial performance is itself multidimensional. Profitability reflects current economic returns, while sales growth, productivity, return on assets, operating efficiency, market share, and cost performance capture different aspects of organizational value. The financial consequences of green innovation may therefore emerge differently across firms and industries. Process innovation may affect internal efficiency relatively quickly, whereas product innovation may require commercialization, customer acceptance, and market development before its financial contribution becomes visible.

Claims concerning financial improvement therefore require careful qualification. Green innovation entails investment, implementation risk, and uncertain market response; consequently, not every innovation will generate positive financial returns. A more defensible interpretation is that green innovation creates credible pathways to economic value, the strength and timing of which depend on organizational capabilities, industry conditions, and market context.

The 2026 study by Labella-Fernández et al. is especially relevant because it examined both environmental and financial performance using survey and archival financial data from 244 Spanish textile firms.[9] The study distinguished green product from green process innovation and found that both forms of innovation mediated the green HRM–performance relationship. This design provides stronger support for the proposed mechanism than studies relying exclusively on single-source perceptual performance measures.

6. GHRM and Organizational Financial Performance

A direct association between GHRM and financial performance is theoretically plausible, but it should not be treated as automatic or universally causal. GHRM requires investment in recruitment systems, training, performance management, employee involvement, and rewards. The financial consequences of these investments depend on whether they improve organizational capabilities and whether those capabilities are translated into valuable outcomes.

Ansari et al. directly examined GHRM, eco-innovation, and financial performance and reported that eco-innovation mediated the relationship between GHRM and firms' financial performance.[19] The article was first published

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

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

online in 2022 and appears in the February 2026 issue of Vision, Volume 30, Issue 1, pages 121–130. This distinction is important for consistent bibliographic reporting.

Meta-analytic evidence also supports an indirect-value interpretation. Bindeebaa et al. synthesized a large body of empirical evidence using meta-analytic structural equation modeling and reported that green innovation partially transmitted the influence of GHRM to broader sustainable performance outcomes.[14] Such evidence strengthens the argument that the financial relevance of GHRM is better understood through capability and innovation mechanisms than through a simple direct-effect assumption.

7. The Mediating Role of Green Innovation

The central argument of this article is that green innovation functions as a value-conversion mechanism linking GHRM with financial performance. GHRM develops the human and organizational conditions required for environmental problem solving; green human capital and employee capability provide the knowledge base for innovation; and green innovation converts those capabilities into new products, improved processes, or organizational changes capable of generating economic value.

This mediation logic also explains why isolated green HR practices may produce inconsistent financial outcomes. Training without employee involvement may improve knowledge but provide little opportunity to use it. Rewards without credible performance criteria may fail to direct effort toward meaningful innovation. Recruitment without knowledge-sharing systems may introduce expertise that remains underutilized. A coherent GHRM system is therefore more likely to support innovation than disconnected practices.

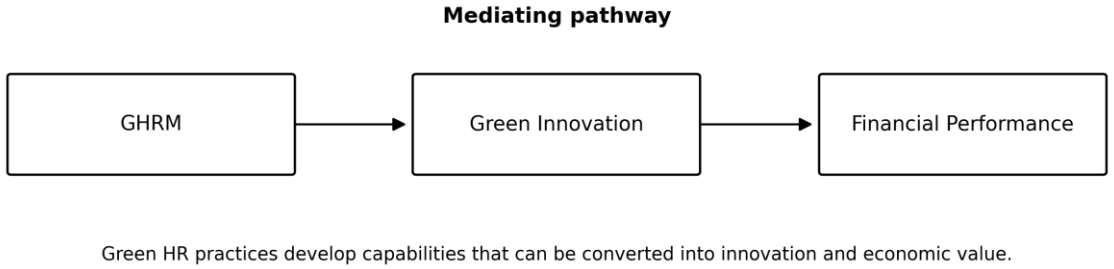

Figure 2. Green innovation as the mediating value-conversion mechanism between GHRM and financial performance.

The framework therefore proposes a connected sequence rather than a set of untested numerical hypotheses: stronger GHRM practices should be associated with stronger green human capital and employee capability; these capabilities should support green innovation; and green innovation should provide an important pathway through which GHRM becomes associated with financial performance. The strength of this pathway can vary according to environmental strategy, leadership, organizational culture, industry characteristics, and market conditions.

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

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

8. Evidence Summary

Table 1 summarizes the principal constructs used in the framework, while Table 2 presents selected empirical evidence that directly informs the proposed relationships.

Construct	Conceptual meaning	Principal dimensions
Green Human Resource Management	Integration of environmental objectives into human-resource systems and practices.	Green recruitment; training; performance management; rewards; employee involvement
Green Human Capital	Environmental knowledge, skills, experience, and problem-solving capability embedded in employees.	Environmental knowledge; technical competence; green expertise; learning capability
Green Innovation	Innovation intended to reduce environmental impact or improve environmental performance.	Green product innovation; green process innovation; organizational innovation
Financial Performance	Economic outcomes associated with organizational activity and value creation.	Profitability; cost efficiency; productivity; sales growth; return measures

Table 1. Key constructs and conceptual dimensions.

Table 2. Selected empirical evidence relevant to the conceptual framework.

Study	Context / design	Main relationship	Relevance to framework
Singh et al. (2020)[7]	Organizational empirical study	GHRM, green innovation, environmental performance	Supports GHRM–green innovation pathway
Muisyo & Qin (2021)[5]	Firm-level study	GHRM, green innovation culture, green performance	Shows importance of innovation-supportive context
Kuo et al. (2022)[6]	Pakistan; chemical industry	GHRM, employee green innovation, environmental performance	Supports positive GHRM–innovation association
Ansari et al. (2026)[19]	Quantitative organizational study	GHRM, eco-innovation, financial performance	Directly supports innovation-mediated financial pathway
Martínez-Egea et al. (2026)[13]	244 Spanish textile firms	GHRM, knowledge creation, product/process innovation	Identifies knowledge creation as an intermediate capability
Labella-Fernández et al. (2026)[9]	244 Spanish textile firms; survey + archival financial data	GHRM, product/process innovation, financial performance	Strong direct evidence for proposed mediation pathway
Bindeebaa et al. (2025)[14]	Meta-analytic structural equation modeling	GHRM, green innovation, sustainable performance	Provides aggregate evidence for partial mediation

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

9. Academic Contribution

This article makes four related contributions. First, it integrates GHRM, green human capital, green innovation, and financial performance within a single strategic pathway. This reduces the fragmentation that occurs when employee capability, innovation, and performance are treated as unrelated outcomes.

Second, the article clarifies the mechanism through which GHRM can become financially relevant. Rather than assuming that green HR practices directly improve profitability, the framework explains how HR systems develop capabilities, how those capabilities support innovation, and how innovation can create economic value.

Third, the article integrates RBV and AMO theory in a complementary manner. AMO explains how green HR practices influence employee ability, motivation, and opportunity, while RBV explains how the resulting capabilities can become strategically valuable resources. This integration connects employee-level mechanisms with firm-level outcomes.

Fourth, the article distinguishes green product and green process innovation. This distinction improves theoretical precision because product and process innovation can influence financial performance through different pathways. Product innovation is more closely associated with differentiation and market opportunity, whereas process innovation is more directly connected with efficiency and cost reduction.

10. Discussion

Taken together, the literature supports a view of GHRM as an enabling organizational system rather than a direct financial instrument. Its principal strategic role is to create the human, motivational, and participative conditions under which environmental knowledge can be generated, shared, and applied. This interpretation is consistent with both AMO and RBV and helps explain why the financial consequences of GHRM vary across organizations and over time.

The framework also helps interpret inconsistent findings in the literature. A weak direct relationship between GHRM and financial performance does not necessarily mean that GHRM lacks strategic value. It may indicate that the organization has not successfully converted green human capital into innovation, or that innovation has not yet generated measurable financial returns. The timing of measurement is therefore important because capability development, innovation, and financial outcomes may occur at different stages.

Context also matters. Labella-Fernández et al. found that proactive environmental strategy strengthened part of the pathway connecting green HRM with green process innovation and performance.[9] This suggests that GHRM is likely to be more effective when it is aligned with broader organizational strategy rather than implemented as an isolated HR initiative. Leadership support, green organizational culture, knowledge sharing, technological capability, and institutional pressures can similarly influence whether employee capability becomes innovation.

The distinction between product and process innovation is also important for interpretation. Process innovation can create financial value through internal efficiency, whereas product innovation depends more heavily on market acceptance and commercialization. Treating green innovation as a single undifferentiated construct can therefore obscure meaningful differences in how GHRM contributes to financial outcomes.

Finally, causal language must remain proportionate to research design. Cross-sectional studies can identify associations and statistically estimated indirect effects, but they do not by themselves establish temporal causation. Longitudinal, time-lagged, multi-source, and archival designs provide a stronger basis for causal inference. The conceptual framework developed here should therefore be understood as a theoretically grounded model supported by an expanding empirical literature, not as proof that GHRM invariably causes financial improvement.

11. Practical Implications

For managers, the framework implies that GHRM should be designed as part of an integrated sustainability and innovation strategy. Green recruitment should identify competencies that are

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

relevant to environmental problem solving rather than relying only on general environmental attitudes. Training should combine sustainability knowledge with practical technical and problem-solving skills. Performance systems should include meaningful environmental objectives, and rewards should recognize contributions that produce demonstrable improvements.

Employee involvement is particularly important because many opportunities for resource efficiency and process improvement are identified by employees who work directly with operational systems. Suggestion programs, cross-functional teams, environmental committees, and structured innovation channels can help convert employee knowledge into organizational action.

Organizations should also connect HR indicators with innovation and financial indicators. Participation in green training, for example, is an activity measure rather than evidence of value creation. A stronger evaluation system would examine whether training is followed by implemented ideas, process improvements, reduced resource use, new green products, cost savings, productivity gains, or other relevant performance outcomes.

Senior management should therefore evaluate GHRM not by the number of green practices adopted but by the quality of the capability system those practices create and the extent to which that capability contributes to innovation and measurable organizational value.

12. Limitations and Future Research

The principal limitation of this article is its conceptual design. It synthesizes theory and empirical evidence but does not collect or analyze an original dataset. The proposed framework therefore requires direct empirical testing.

Future studies should use longitudinal or time-lagged designs to establish whether GHRM precedes changes in green human capital, whether those changes precede innovation, and whether innovation subsequently predicts financial outcomes. Multi-source designs would also reduce common-method bias. Employee or HR respondents could report GHRM practices and capability measures, while innovation outcomes could be obtained from managers or operational records and financial performance from archival sources.

Measurement also requires greater precision. GHRM should be treated as a multidimensional construct, and researchers should clearly report which practices are included. Green innovation should preferably distinguish product and process innovation. Financial performance should use objective indicators where possible, including profitability, return on assets, sales growth, productivity, or cost efficiency, while recognizing that the most appropriate measures vary across industries.

Further research should examine moderators that may strengthen or weaken the proposed pathway, including proactive environmental strategy, top-management support, green organizational culture, knowledge sharing, technological capability, environmental regulation, organizational size, and industry characteristics. Cross-country studies would also help determine whether institutional conditions alter the effectiveness of GHRM and the economic consequences of green innovation.

13. Conclusion

This article advances a mechanism-based explanation of how Green Human Resource Management can become relevant to organizational financial performance. GHRM is positioned as a capability-building system that develops environmental knowledge, employee competence, motivation, and opportunities for participation. These resources strengthen green human capital and establish the conditions for green innovation. Green innovation, in turn, provides pathways through which environmental capability can generate economic value through efficiency, differentiation, market responsiveness, and competitive advantage.

The central framework is therefore: GHRM → green human capital and employee capability → green innovation → financial performance. This pathway is theoretically grounded in AMO and RBV and is consistent with recent empirical evidence, particularly studies that directly examine

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

eco-innovation or green product and process innovation as mediators of performance.

The framework does not imply that GHRM automatically or universally causes financial improvement. Its contribution is more precise: GHRM can create valuable human and organizational capabilities, while the financial significance of those capabilities depends substantially on whether organizations convert them into effective green innovation. This more cautious and mechanism-oriented interpretation provides a stronger foundation for managerial decision-making and future empirical research.

REFERENCES

1. Jackson SE, Renwick DWS, Jabbour CJC, Müller-Camen M. State-of-the-art and future directions for green human resource management: introduction to the special issue. German Journal of Human Resource Management. 2011;25(2):99–116.
2. Jabbour CJC, Santos FCA. The central role of human resource management in the search for sustainable organizations. The International Journal of Human Resource Management. 2008;19(12):2133–2154.
3. Tang G, Chen Y, Jiang Y, Paillé P, Jia J. Green human resource management practices: scale development and validity. Asia Pacific Journal of Human Resources. 2018;56(1):31–55. doi:10.1111/1744-7941.12147.
4. Renwick DWS, Redman T, Maguire S. Green human resource management: a review and research agenda. International Journal of Management Reviews. 2013;15(1):1–14. doi:10.1111/j.1468-2370.2011.00328.x.
5. Muisyo PK, Qin S. Enhancing the firm's green performance through green HRM: the moderating role of green innovation culture. Journal of Cleaner Production. 2021;289:125720. doi:10.1016/j.jclepro.2020.125720.
6. Kuo YK, Khan TI, Islam SU, Abdullah FZ, Pradana M, Kaewsaeng-on R. Impact of green HRM practices on environmental performance: the mediating role of green innovation. Frontiers in Psychology. 2022;13:916723. doi:10.3389/fpsyg.2022.916723.
7. Singh SK, Del Giudice M, Chierici R, Graziano D. Green innovation and environmental performance: the role of green transformational leadership and green human resource management. Technological Forecasting and Social Change. 2020;150:119762. doi:10.1016/j.techfore.2019.119762.
8. Roscoe S, Subramanian N, Jabbour CJC, Chong T. Green human resource management and the enablers of green organisational culture: enhancing a firm's environmental performance for sustainable development. Business Strategy and the Environment. 2019;28(5):737–749.
9. Labella-Fernández A, Van Waeyenberg T, Martínez-Egea C. The synergy of green HRM and a proactive environmental strategy in cultivating environmental and financial performance through green innovation. Corporate Social Responsibility and Environmental Management. 2026. Advance online publication. doi:10.1002/csr.70673.
10. Barney JB. Firm resources and sustained competitive advantage. Journal of Management. 1991;17(1):99–120. doi:10.1177/014920639101700108.
11. Yusliza MY, Norazmi NA, Jabbour CJC, Fernando Y, Fawehinmi O, Seles BMRP. Top management commitment, corporate social responsibility and green human resource management: a Malaysian study. Benchmarking: An International Journal. 2019;26(6):2051–2078.
12. Appelbaum E, Bailey T, Berg P, Kalleberg AL. Manufacturing Advantage: Why High-Performance Work Systems Pay Off. Ithaca, NY: Cornell University Press; 2000.
13. Martínez-Egea C, Labella-Fernández A, Martínez-Bravo MDM. Green human resource management and green innovation: the role of the knowledge creation process. Journal of Knowledge Management. 2026;30(3):895–924. doi:10.1108/JKM-05-2025-0736.

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 3 • July 2026

14. Bindeebaa DS, Bakashaba R, Tukamushaba EK, Atuhaire S. From green HRM to sustainable business performance: a two-stage meta-analytic SEM of the mediating role of green innovation. Cogent Business & Management. 2025;12(1):2536678. doi:10.1080/23311975.2025.2536678.
15. Dumont J, Shen J, Deng X. Effects of green HRM practices on employee workplace green behavior: the role of psychological green climate and employee green values. Human Resource Management. 2017;56(4):613–627.
16. Paillé P, Chen Y, Boiral O, Jin J. The impact of human resource management on environmental performance: an employee-level study. Journal of Business Ethics. 2014;121(3):451–466.
17. Jabbour CJC. Environmental training in organisations: from a literature review to a framework for future research. Resources, Conservation and Recycling. 2013;74:144–155.
18. Ren S, Tang G, Jackson SE. Green human resource management research in emergence: a review and future directions. Asia Pacific Journal of Management. 2018;35(3):769–803.
19. Ansari N, Zill-E-Huma, Ali R, Huma S, Baig A. The role of green human resource management practices and eco-innovation in enhancing the organizational performance. Vision. 2026;30(1):121–130. doi:10.1177/09722629221092133.
20. Aust I, Matthews B, Muller-Camen M. Commonalities and differences in elements of green human resource management: a systematic review. The International Journal of Human Resource Management. 2020;31(4):511–541.