

# Through the Green Work Commitment, a Literature Review Examines the Relationship between Green HRM and Environmental Sustainability

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**Abstract**—This literature review explores Green Human Resource Management (Green HRM) initiatives aimed at nurturing employees' commitment towards eco-friendly work output and environmental sustainability in organisations. Green HRM is a strategy that integrates an organisation's environmental values into its human resource strategy and practices. This review reflects on the interplay between Green HRM practices and employees' green commitment, that is, the degree to which they feel psychologically bonded to environmental goals and pursue them. Moreover, it focuses on how green commitment contributes to achieving specific organisational environmental sustainability outcomes, including waste reduction, energy saving, and improved corporate social responsibility. Drawing on empirical research, the review outlines specific mechanisms by which Green HRM practices (e.g., green training programs and green performance appraisal) influence employees' sustainability-related attitudes and behaviours. It also addresses barriers to adopting Green HRM and developing green dedication, such as inadequate resources, a lack of management interest, and resistance within the company. The review findings are concluded with suggestions for future research direction, requesting the need for cross-sector studies and the examination of the long-term implications of Green HRM implementations on environmental sustainability. Through qualitative methodology, the study establishes a link between the main variables involving environmental sustainability, employees' green behavior, and GHRM (Green HRM). Future research can examine more closely how industry-specific elements affect workers' green commitment and how digital technologies like artificial intelligence and big data might assist businesses in meeting

their sustainability goals. Further investigation into the cultural factors that can account for variations in green commitment among various geographic areas will also yield a more comprehensive comprehension of this idea. The impact of employee green commitment on organizational sustainability performance requires longitudinal studies to understand organizational practice better. Finally, future research topics must look into the barriers to Green HRM practices to promote their successful impact.

**Keywords**— *Green Human Resource Management, Environmental Sustainability, Green Work Engagement, Employee Green Behaviour, Organizational Performance, Resource-Based View, and Sustainable Management.*

## I. INTRODUCTION

The past few decades have seen sustainable development as a significant concern for developed and developing countries. The urgency with which climate change and its worldwide effects must be addressed, companies in every part of the world feel increasing pressure to adopt "green policies" in their business operations. Implementing these practices has become very important, not only to be less harmful to the environment but also to comply with international environmental management standards. According to Sharma, R. and N. Gupta, the examples reflect a common purpose: to address sustainable development and indicate the need for corporate accountability in the fight against climate change and to stand for environmental sustainability [1].

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A researcher emphasize, companies must safeguard their long-term reputation and moral compass. Responsible decision-making that balances the pursuit of competitive advantage with the sustainability of capital and resources creates an environment that benefits all stakeholders, including regulators and employees, building trust and long-term sustainable performance [2]. While another researcher point out green HRM activities have recently received attention from researchers; they have been promoted as vital factors that impact employee green attachment and green behaviour and indirectly contribute to improving firms' environmental performance [3]. Not only does meeting these expectations keep stakeholders, including regulators and employees, happy, but it also helps create advantages of competition.

According to Guerci, M., A. Longoni, and D. Luzzini, green HRM activities have recently received attention from researchers; they have been promoted as vital factors that impact employee green attachment and green behaviour and indirectly contribute to improving firms' environmental performance Guerci, et al. [3]. Previous studies have shown that green HRM practices impact employee loyalty and eco-efficiency. Such actions increase employee participation in sustainability initiatives and are essential to improving an organization's environmental impact. The best possible implementation of a wide range of Green HRM techniques will go a long way in creating a workforce that can work towards larger sustainability goals contributing to building a natural- friendly, socially accountable, and normally responsible corporate ecosystem [4].

Environmental issues increasingly affect social, economic, political, and global systems, making corporate environmental responsibility a critical focus in contemporary research. In this context, manufacturing enterprises globally are increasingly evaluating and enhancing their green core initiatives to achieve sustainability objectives. What's more, developing and sharing green ideas has become essential for organizations looking to stay relevant. There are benefits to trying to learn from a variety of environmental organizations in the global marketplace, capitalizing on these ideas for developing more potent environmental strategies and gaining the comparative advantage in an increasingly competitive market [5]. This means harnessing innovation, working towards sustainable goals, and implementing practices aligned with the planet's and market's expectations. Maintaining relevance and achieving long-term success requires responding to these changes [6, 7].

Environmental sustainability is part of overall sustainability, and the same goes for Green Human Resource Management (Green HRM), which is essential for conducting green business. Green HRM includes actions to make the workplace greener and employees more responsible corporate citizens. Organizations have to tread a path of change to ensure their verdant sustainability goals of realigning themselves in integration with green initiatives are aligned in a holistic kind of perspective

encompassing the employee's beliefs and attitudes and behaviour change. Green HRM practices are crucial in this transition and can determine how committed and engaged employees are in facilitating the desired environmental impact [8]. Today, handling the most precious asset of an organization, those employees, is at the heart of modern HRM. It is an accepted fact that HRM decisions and practices can have a major bearing on organizational effectiveness and are key to tackling major challenges. In time, long-term sustainability also started gaining prominence as a guiding principle for the spectrum of HRM. Similarly, GHRM is a decisive factor in achieving sustainability goals. This ensures that organizations can act as responsible members of society while maintaining and improving their processes and capabilities to deliver value [9] and comply with environmental objectives by aligning HR practices.

Organizational Green HRM Practices and Employee Green Commitment (EGC), nurtured by Green HRM practices, is an essential catalyst for promoting organizational environmental sustainability. Commitment provides a generalized positive outcome in terms of engagement to participate in sustainability programs [10], and endorsements of green initiatives and practices within the overall level of work [11]. Moreover, those employees who express stronger green commitment are also more inclined towards voluntary (pro-environmental) behaviours, i.e. advocating corporate green practices among peers and participating in CSR activities.

Green recruitment, a facet of Green HRM, means recruiting people possessing knowledge, skills, attitudes and approaches conforming to the organization's environmental management systems. Green recruiting is about attracting and hiring qualified candidates who are committed to sustainability. Hiring professionals with a green mindset means that these organizations can quickly onboard individuals who already understand sustainable practices and the importance of reuse, conservation, and waste minimization. Green recruitment can also aid environmental sustainability via promoting environmental sustainability such as green employment, using paperless recruitment, and facilitating recycling and waste reduction activities [12]. In Green HRM practices, employee compensation must be linked with environmental achievements in terms of pay and promotions. By linking pay to eco-sensitive outcomes, a variable pay system integrates the objectives of the employees with the elements of sustainability, as the employees are now encouraged to act against the aims of the organization related to sustainability. Incentivizing the development and application of high-level green skills in this way not only encourages employees but also can impact the long-term viability of sustainable practices. Such compensation strategies are profound and serve to reinforce environmental performance as a primary priority of the organization [13].

A key component of Green HRM is green training, which aims to increase staff members' awareness and understanding of environmental sustainability. Employees

are given the knowledge and abilities they need to create and discuss sustainable workplace practices thanks to the content. Green training guarantees that employees are prepared to support the business's sustainability goals and to match their actions with its dedication to environmental stewardship by fostering environmental "literacy" across the entire organization [14]. As state, A well-established training plan is crucial to developing environmentally conscious behaviour in the work environment. Based on social exchange theory, environmental training programs have a great potential to affect employee green performance at work. Organizations must evaluate this knowledge and establish a relationship between training and environmental initiatives to maximize impact. These activities empower employees to actively pursue the organization's environmental objective by providing them with the required skills and information for sustainable performance [15]. Green compensation plays an important role in Green HRM which encourages employees to work towards environmental objectives. The green pay system provides a combination of financial and non-financial benefits to encourage employees toward the sustainability objectives of the company. It needs a strategic approach as it links the environmental priorities with the tangible incentive system of the organization providing a reward system. Recognition and praise, for example, can be even more effective in strengthening employees' commitment to green practices than financial incentives, it is worth noting [16].

Recruiting employees who value social responsibility and environmental sustainability is a key strategy for increasing engagement and participation. These employees can synergize financial, human, and natural capital, creating additional value for the company's products or services that were previously overlooked. Also, environmental management (EM) teams are innovative employees who minimize waste by harnessing expertise through labour-intensive processes and resource management. They also allow for maintaining good oversight of complex processes while giving an enormous amount of pride/ownership/involvement to the employees, thus connecting them to the organization and its sustainability initiatives [17]. Employee green behaviour is defined as employees acting in a manner that has a positive impact on the environment. These actions align with organizational sustainability goals as well as reduce the carbon footprint from workplace activities [18].

These are called green actions which are eco-friendly practices that are performed to complete tasks in a sustainable and environment-friendly way. While organizations employ various interventions to promote sustainable environmental performance and long-term sustainability, stimulating green behaviour is at the forefront of the related interventions. Consequently, emotions play an integral role in shaping subjective actions, such as pro-environment behaviour according to research [18]. Research shows a link between employee satisfaction and participation in environmental projects, highlighting the significance of a strong workplace culture

in encouraging greening behaviour [19]. Therefore, our study focuses on the relationship between organizational environmental sustainability and the main features of Green HRM, including training, recruitment, involvement, and remuneration. It also seeks to examine how green employee behaviour helps to the construction of more environmentally friendly and sustainable work environments.

In today's world, creating a stable and sustainable working environment has become a necessity. A lack of green workplace practices can lead to detrimental effects on the broader environment over time. As highlighted by Jerónimo and Henriques, organizations must prioritize the development of eco-friendly work environments to mitigate their environmental impact and support global sustainability efforts. Jerónimo, et al. [13] demonstrated that the lack of the vision and mission of the organization including the green HR practices statement of the company represents an important obstacle in the way of the company to fulfil its environmental sustainability obligations. To achieve meaningful progress on sustainability goals, organizations must embed these practices of integration and collaboration into their core strategic objectives [20]. Employees are the critical force that determines a company's environmental sustainability; their commitment to green behaviour directly impacts such factors as sustainable innovation and environmental performance. Nevertheless, while most employees show engagement with their work, engagement in specific green initiatives or activities is usually minimal. Such a disconnect not only diminishes employee performance but also has adverse effects on the overall productivity of the business and the successful delivery of sustainability targets.

Previous research mostly was silent on the role of employee behaviour and green engagement towards environmental sustainability and GHRM. Green Environment Training Effects: This has created a workplace challenge that without assistance, employees cannot implement eco-friendly practices because of their inability to cultivate this nature in their workplace, resulting in environmental unsustainability. Importantly, there has been no prior research focusing on the framework being studied here [20].

By examining employee green behaviour as a mediator between employee involvement and Green HRM, this study will address this knowledge gap [11]. There are significant gaps in the literature identified by the review, including a lack of knowledge of the relationship between GHRM and environmental sustainability, a lack of an integrated approach to investigating these issues, and a scarcity of studies from Pakistan and Uzbekistan. We anticipate that this study will fill in these gaps and give much-needed evidence of the link between sustainability and green identity, as well as the mediation between GHRM and employee green involvement [21].

This study also presents best practices to assist HR practitioners and managers increase the efficiency of Green

HRM practices. It offers a policy formulation framework that focuses on environmentally significant behaviours. The results also provide insights on emerging trends in addition to which direction HRM will evolve in the 21<sup>st</sup> century, making it an important guide for how to shape HR policies according to market trends and compliance requirements.

However, organizations need to take these steps to ensure sustainable development goals and in line with Vision 2030. Furthermore, the study will prove helpful for HR managers, emphasizing how to be proactive in building a green organization by providing actionable solutions for overcoming obstacles to cultivating a green organization.

This research filling such a gap will help state-owned enterprise managers to contrivance Green HRM operations and for improving environmental sustainability. This research provides organizations with insights that allow them to make changes in line with Vision 2030's environmental agenda. In addition, the findings of the study provide a theoretical base for conducting future empirical investigations on Green HRM contributing to an enhanced understanding and implementation of sustainable HR practices.

This study reports a significant vacuum in the literature on Green HRM by examining its relationship with environmental sustainability in Pakistan, Uzbekistan, and Latvia. Unlike previous investigations, which were often limited to a single country or context, the research presents a comparative perspective across these regions. Previous studies have explored Green HRM, employee green commitment, and environmental sustainability; however, this study incorporates these concepts to offer a more comprehensive understanding. This review aims to contribute to the existing body of knowledge by highlighting the significance of Green HRM practices in nurturing employee green commitment and achieving sustainability goals. It also identifies research gaps and offers insights into how organizations can better integrate HRM strategies with their environmental sustainability efforts.

This study fills a critical theoretical gap by including employee green behaviour as a moderator in the association between Green HRM practices (such as green compensation, green hiring, green involvement, and green training), employee green commitment, and environmental sustainability. The primary purpose is to examine how Green HRM practices assist firms achieve environmental sustainability, as well as how employee green behaviour can transform workplace environments into more sustainable and eco-friendly settings.

This qualitative study establishes the connection between Green HRM and environmental sustainability and emphasizes the significance of employee behaviour in achieving green corporate goals. This advances our knowledge of the impacts of Green HRM and establishes the foundation for future research and practical application in diverse global contexts.

#### **A. Research Questions**

- i. What is Green Human Resource Management (Green HRM)?
- ii. What role did Green HRM practices and employee green behaviour play in achieving environmental sustainability?

#### **B. Research Objectives**

- i. To formally review the link between Green Human Resource Management (GHRM) and environmental sustainability.
- ii. To review the relationship between green HRM practices and employee green commitment
- iii. To review the relationship between employee green commitment and environmental practices

The following section outlines the steps you need to take to conduct a literature review. The investigator took a methodical approach to finding relevant research, which included developing selection criteria for the literature, bibliometric evaluation using VOS Viewer, the definition of "hot topics" based on keyword analysis, and identification of scientific debates on theoretical approaches, methodologies, and influencing factors on scientific debates. The sources were selected using search terms such as "GHRM," "sustainability," and/or "green involvement," from Web of Science (via Clarivate Analytics)," resulting in a preliminary collection of 535 papers. The selection was modified to include only "Articles" (excluding proceeding papers, book chapters, editorial remarks, and newspaper articles), yielding 308 entries.

#### **1) HRM and Environmental Sustainability**

The concept of green HRM refers to the adoption of human resources policies, practices, and systems that reduce the ecological impact of the organization and encourage the sustainable use of resources. It is known as HR practices that support the environment. The importance of Green HRM is that it promotes an approach to corporate operations that integrates economic, social, and environmental considerations, addressing the so-called "triple bottom line". This method not only supports environmental sustainability, but it also aligns with the overall goals of corporate social responsibility.

Green HRM is a relative newcomer, with considerable focus on its use in a broad context of strategic HRM in recent times by practitioners and academics. Its increasing importance has emerged as an answer to the prevailing challenges of environmental degradation and its related threats, thus placing Green Human Resource Management as a vital mechanism to achieve sustainability and reduce environmental hazards [21].

Green HRM integrates typical HR functions with environmental concerns. HR business partnering entails connecting future HR activities, such as recruitment, training, performance management, and employee engagement, with the company's sustainability objectives

[22]. The ultimate purpose of green human resource management is to incorporate environmental responsibility and support long-term sustainability projects by "integrating environmental priorities into policies and practices" [23].

"The use of HRM practices to support environmentally sustainable initiatives and to increase employee commitment to environmental sustainability is known as green human resource management, or GHRM." To better ensure that employees contribute to the organization's sustainability goals, GHRM integrates green policies with HR operations such as hiring, training, performance reviews, and employee rewards [24]. This strategy improves the alignment between business goals and sustainable development priorities, in addition to promoting an environmentally conscious culture [25]. "Green HRM provides firms with environmentally conscientious, committed, and knowledgeable employees who help to lower the company's carbon footprint. Green HRM promotes sustainable practices that match with the organization's environmental goals while optimizing resource use by efficiently and effectively leveraging existing resources such as telecommunications technology, restricted paper printing, work-sharing systems, and video conferencing."

Furthermore, to achieve sustainability goals, businesses must actively seek out employment candidates who demonstrate pro-environmental habits and sensitivities. These professionals play a critical role in promoting and implementing environmentally friendly practices, ensuring that the organization's sustainability goals are properly supported and met [8]. Such "green-collar recruitment," [14]. In other words, aligning the values of employees and employers with a shared commitment to environmental preservation fosters a sense of purpose, enhances employee morale, and increases active participation in sustainability initiatives [17]. In the highly competitive "war for talent," attracting a high-quality workforce has become a top priority for HR. Organizations that align with their values are becoming increasingly attractive to job seekers especially those that prioritize environmental sustainability. In a time of changing climate, environmental reputation and eco-friendly company practices are becoming a vital part of successful recruitment campaigns, or at least a means of enhancing value proposition in organisations to attract environmentally conscious candidates [14]. As organizations recognize the need to leverage their human resource to succeed, the "battle for talent" is far from over, particularly in attracting and retaining high-quality professionals [14]. Green recruitment is the hiring of employees with the relevant skills, qualities, and attitudes that fit in with the values and goals of the organization regarding the environment. This method incorporates all decisions regarding environmental considerations into the recruitment scheme, thereby making sustainability a principle of the organization and a loop for the

organization to circle to the issue of commitment to productivity and eco-friendliness [26].

Green compensation refers to a specific aspect of Green HRM aimed at offering incentives and rewards to employees for their environmental efforts and success. This approach for compensating employees would serve as a tool for building sustainable practices, recognizing environmental achievements, and incentivizing the completion of green training programs to reinforce a culture of sustainability. (e.g., [27-30]. Renwick, et al. [14], Govindarajulu and Daily [28], Bangwal and Tiwari [30] stated that Green practice-related compensation and rewards can be in different forms depending on the different motivations of employees. These are in the form of money, such as premiums, cash bonuses, or subsidies for buying environmentally friendly products, such as hybrid cars or bicycles. Non-monetary rewards can also include sabbaticals, extra time off, or gift cards. An example of recognition-based rewards would be awards for environmental excellence, annual awards, or even daily confirmation of eco-positive efforts. Additionally, organizations may use promotional opportunities or negative reinforcement strategies to encourage green behavior, further embedding sustainability into workplace culture (such as criticisms).

The employment of a system that combines monetary and non-monetary incentives to identify and motivate staff members who have demonstrated a potential to assist environmental management projects is known as "green rewards." This strategy encourages employees to adopt sustainable behaviors while also reaffirming the company's commitment to environmental sustainability [31]. Compensation is an effective incentive, and the same principle applies to environmental management. To effectively encourage and reward environmentally sensitive behavior and performance, the payment mechanism must be carefully organized. In essence, employees' contributions to environmental projects should have a substantial impact on their evaluation and compensation. Previous studies have demonstrated that incentives play a critical role in persuading employees to actively participate in eco-friendly behaviors, validating the organization's sustainability goals [21].

Green training is an effective tool for supporting sustainable development initiatives. Its effectiveness relies on its capacity to meet a variety of goals at several levels, including (1) informing employees about the organization's green policies, projects, and creative practices, as well as its mission and vision statements. [32]; (2) raising ecological awareness [33] Educating employees on eco-friendly best practices such as recycling, waste management, energy efficiency, resource selection, and carbon footprint reduction, as suggested by Ahmad [14]; and (3) motivating personnel by improving their ability to identify environmental challenges and understand their consequences [28].

The purpose of green training, sometimes called environmental training, is to educate employees about the policies, procedures, and attitudes of an organization

regarding its environmental practices [31]. Environmental obligations, participation in environmental activities, and compliance with firm environmental policy are all taken into account when measuring green performance. However, organizations commonly have challenges in analyzing environmental performance across industries and acquiring actionable insights into their employees' environmental contributions [31].

Sustainability is generally defined as it is the ability to meet current needs without compromising those of future generations [19, 34]. Environmental literature underlines that green management has many definitions that can help facilitate sustainable development that encompasses economic growth, so that capital can be created and environmental sustainability. This means the present generation will make it possible for future generations to live in harmony [15]. Similarly, sustainability is described as an organization's ability to pursue long-term activities that benefit the socioeconomic environment while also creating jobs and generating economic gain [35].

Researchers asserts that for sustainability to be achieved at the macro level, we must begin with our actions in the workplace," suggesting that individual environmental performance can influence organizational environmental outcomes both directly and indirectly [36, 37]. Furthermore, perceptions of environmental performance vary depending on whether the organization prioritizes operations or other variables. Researcher contend that focusing on employees' perceptions of their company's environmental performance provides a more accurate picture of corporate environmental sustainability [38]. This attention to the firm's associates' and employees' perspectives may provide important insights into the overall corporate environmental performance [39]. The research goes deeper into the relationships between various aspects, such as the link between environmental sustainability and Green Human Resource Management (GHRM) [18, 40-42]. Notably, green recruiting practices are linked to environmental sustainability, emphasizing the crucial importance of hiring environmentally conscious employees in enabling sustainable organizational growth [16].

## **2) Green Involvement and Sustainability**

Environmental management stakeholders can take eco-friendly action, which encourages them to participate in pollution control and environmental protection [14]. By minimizing waste and emissions in offices while making sure that every available resource is being used at its most effective, green participation plays a critical role in enhancing energy and resource efficiency [43]. Researchers identified several strategies for motivating employees to be environmentally conscious. Following Renwick, et al. [14], the researcher identified five essential areas for evaluating green engagement (GI): green participation, green learning, the use of varied Promoting "clear green views" through media channels, and green actions." These concepts and symbols promote

environmental conservation and actively engage employees in environmental concerns [14, 43].

Similarly, Jamal and Zahid stated that employee participation in green initiatives inspires and drives them to actively reduce waste and pollution. A review of many studies concludes that developing employee green involvement is critical; GI enhances company performance by using less waste, pollution, and resources. To maintain green practices, companies must actively encourage and empower their employees to participate in ecologically friendly projects [6, 44]. This can be accomplished by giving employees more autonomy and authority to take ownership of environmental projects.

Employees become more dedicated and concentrated on carrying out their environmental responsibilities, the more involved and passionate they are about environmental protection [44]. Employee involvement in green projects results in the establishment of email lists, green problem-solving teams, and collaborative squads, which improve the company's environmental efforts and introduce new information and practices to the workforce [45]. Green involvement (GI) aims to provide a strong, development-oriented vision of environmental management while also developing a collaborative learning environment that promotes environmentally responsible behavior. It also enables the establishment of both formal and informal communication pathways, promoting an organizational culture of ecologically sustainable cooperation [46].

Furthermore, GI enhances value creation and problem-solving abilities about environmental concerns by raising an understanding of how environmental groups function and promoting the development of a society that values conservation [12, 45]. Uddin and Islam [19] emphasizes that "individual action at the workplace is the first step towards sustainability at the macro level," meaning that individual environmental performance can influence organizational environmental results both directly and indirectly [37].

Over the past century, environmental performance has gained increasing importance in planning and economic analysis due to the rapid depletion of natural resources in industrialized nations and the growing emphasis on workplace social accountability to achieve a competitive edge [47]. Researchers and practitioners are encouraged to examine why companies respond to environmental challenges, as incorporating environmental performance initiatives into business processes is shown to improve overall organizational performance [48]. Furthermore, the relationship between green involvement and environmental sustainability has been thoroughly researched, demonstrating its substantial significance in improving organizational performance [14, 44, 47].

## **3) Green HRM and Employee Green Behavior**

Human resource management (HRM) and environmental factors are closely related according to GHRM, which defines its design, development,

implementation, and influence [16]. According to scholars, in addition to communicating environmental strategies and relevant information to employees, GHRM techniques include educating employees about modern environmental practices, encouraging employee participation in environmental initiatives, and rewarding environmentally conscious behaviors [49]. Similarly, according to the GHRM definition, "HRM practices and strategies ensure long-term financial, social, and ecological goals are achieved while minimizing unintended side effects and negative feedback both inside and outside the enterprise" [50].

Environment-friendly conduct, often known as pro-environmental behavior, refers to "green" techniques that are closely related to environmental friendliness [50-52]. Employee green commitment (EGC) refers to the psychological attachment and willingness of employees to engage in environmentally responsible behaviors in the workplace. This commitment is critical for promoting environmental sustainability, which is the long-term maintenance of environmental health by minimizing ecological damage [53, 54]. Researchers emphasize the growing importance of encouraging green habits in the workplace. We see organizational green practices as recycling initiatives, adhering to environmental laws, reducing waste, reusing materials, implementing energy-saving technology, aiming to reduce water consumption and energy consumption, lowering carbon dioxide emissions, and assessing the lifecycle of products [54].

In order to participate in ecologically beneficial efforts outside of their regular job responsibilities, people need to adopt optimistic green behaviors [18, 55]. Recent research, particularly highlighted the importance of employee green behavior in attaining environmental sustainability, emphasizing its vital relationship with an organization's overall sustainability initiatives [55].

#### **4) Role of Employee Green Commitment and Environmental Sustainability**

Employee green commitment (EGC) is defined as the psychological commitment of employees toward engagement in environment-friendly corporate behaviours. This pledge is vital in raising environmental sustainability, defined as the ability to maintain the productivity of ecological systems over the long term through minimizing environmental impacts on the ecosystem. The environmental problems we face, including climate change and resource depletion, have raised interest in sustainability at the organizational level, with a central role belonging to employees [56]. Existing studies on employee green commitment have focused on its outcome variables related to the organizational effort toward environmental sustainability; however, the perspective on its antecedent variables is limited and lacks of appraising literature overview with recent developments [56].

Employees can commit to green in both effective and behavioural ways. Affective commitment describes an

emotional bond to pro-environmental objectives, whereas behavioural commitment is reflected in actual green behaviour, such as recycling or conserving energy [10]. Scholars have found that employee green commitment is predicted not only by organizational factors, like corporate environmental policies, but also by personal values, social norms, and external pressures [57].

Multiple factors are more likely to lead to the employee's green commitment. Organizational culture and leadership significantly influence employees' environmental attitudes and behaviours [58]. When top management is committed to sustainability and when clear environmental policies exist, this can create a work environment that supports and fosters green behaviours [16]. Employee values and individual environmental awareness play major roles in influencing employee green commitment [7].

Organizational environmental sustainability outcomes have been positively influenced by employee green commitment. Highly committed green employees tend to consistently exhibit pro-environmental behaviours that facilitate resource conservation, waste reduction, and sustainability objectives [59, 60]. Additionally, studies show that workers intensely engaged in an organization's environmental objectives tend to encourage sustainability processes, favouring the organization's performance in the management of energy and waste [61].

There are many strategies that organizations may use to support employee green commitment. These practices range from green training to rewarding sustainable behaviours to inviting employees to take part in the decision-making process regarding environmental practices [62]. Moreover, setting up an open line of communication, even more so highlighting sustainability and how each employee can do their part, is vital. 9.2. Corporate social responsibility (CSR) foundations have found that green employee involvement exemplifies the company's engagement in environmental preservation initiatives [21].

Although employee green commitment is crucial for reaching sustainability objectives, creating such a type of commitment is not without hurdles. Employees' green commitment can be hampered by the lack of adequate training in their roles, ambiguity in communication about environmental policies, and inadequate support from management [63]. This could be due to external constraints like pressures that come from the shrinking market and people leading a lifestyle that is not green [58].

Previously emphasized that green behavior in a workplace can be grouped into two main classes based on different attributes. One distinction is between direct behaviors [64] e.g., Individual activities like recycling and indirect behaviors like joining an environmental petition can influence others. The emergence of new ideas in how we manage the environment is the second contrast between localized effects, like turning off lights in the workplace, and global consequences [65].

The research emphasizes correlations between variables in numerous studies. For instance, there is a strong connection between green HRM and environmental sustainability [38, 40] and green engagement and sustainability go hand in hand [44, 48]. Researchers have extensively investigated employees' environmentally conscious behavior. However, no single study has examined the impact of employee green behavior. This study emphasizes that green employee behavior is a significant mediator between green compensation and environmental sustainability, providing new insights into these connections [65, 66].

## II. MATERIALS AND METHODS

The researcher includes a comprehensive technique to conduct a systematic literature review (SLR), building on previously published SLRs, Tranfield's foundational work (2003), and Justine Paul's earlier guideline publications. The systematic approach was performed for the SLR, which is described in the following stages:

### A. Formulating Research Questions

Preparing inclusion and exclusion criteria for the screening of included logic models. The research process started with the formulation of specific research questions that guided the scope and focus of the review. This list of questions helped rationalize the meta-analytic process and drive relevant studies. Since this research aims at analysing and interpreting GHRM and to help in developing GHRM, it was very important to create focused questions that will channel our investigation into mining meaningful insights.

### B. Search Strategy Development

A systematic and focused literature review, the researcher constructed a strong search procedure that operated by the common SLR standards and guidelines. This included appropriate databases, specific search keywords, and inclusion and exclusion criteria. Green HRM, employee green behaviour, environmental sustainability, and green engagement were among the most popular searches. Scopus, Google Scholar, ScienceDirect, and Emerald Insight were employed as search databases to ensure relevant and excellent academic literature.

### C. Study Selection

The studies retrieved were systematically organized by their relevance to the research questions. A systematic method was used to identify and select studies that aimed to meet the goals of the review. The relevance of titles, abstracts, and full texts was evaluated. The review considered a variety of sources, including research articles. The collection consists of books, working papers, conference proceedings, scientific journals, doctoral and master's dissertations, and other written works.

### D. Data Extraction

A standardized data withdrawal form was used to collect relevant data from the included studies in a systematic

manner. This process extracted specific data elements concerning study characteristics, methodologies, sample sizes, and primary outcomes. Data extraction was performed through a consistent procedure to categorize the extracted information in an organized form, allowing for a detailed analysis and interpretation of information.

### E. Quality Assessment

Established assessment tools were used to evaluate the reliability and quality of the included studies. This ensured that the review was not only well supported by the best evidence but also that each study was evaluated according to its own methodological strength, validity, and overall quality. Following an exhaustive assessment of each of the studies that contributed to this particular review, those which did not satisfy the quality thresholds were discarded.

### F. Data Synthesis

Ten important papers were mentioned for data synthesis, and 160 publications in all were chosen for final analysis from the 261 studies that were first examined. Finding recurring themes, patterns, and trends within the examined research required a thorough and methodical methodology. The process's outcomes successfully summed up the data, enabling the deduction of insightful conclusions and useful recommendations that were closely tied to the study's goals.

### G. Reporting and Documentation

Finally, Justine Paul's SLR framework and Tranfield et al.'s journal reporting requirements guided the reporting and documentation process. Results: The systematic literature review (SLR) was presented in a clear and systematic manner using tables, figures, and descriptive analysis. Moreover, presenting results from each literature separately allowed us to provide a comprehensive and transparent picture of the findings, giving a complete overview of the insights gained from the reviewed literature.

## III. RESULTS AND DISCUSSION

This article investigates Efforts to sustain organizational environmental sustainability through Green HRM, namely remuneration, hiring, involvement, and training. It also investigates the significance of green commitment in promoting an environmentally friendly workplace. This qualitative study analyses and synthesizes major themes from the literature.

The findings indicate a significant relationship between green training and environmental sustainability. The conclusion is that strengthening green recruitment practices can significantly increase a company's environmental sustainability. Raising green remuneration also increases the value of environmental sustainability, as previous research has shown [13, 23, 60]. Similarly, there is a strong correlation between Green HRM and environmental sustainability, meaning that implementing

Green HRM practices can increase sustainability in a wide range of business settings. Effective human resource management using sustainable ways benefits the environment while also bringing value to consumers and employees. This is consistent with research findings in the literature [56, 67].

Among the most dynamic areas of research and practice is the intersection of green human resource management, employee green commitment, and environmental sustainability. Green HRM has emerged as a strategic business function that can align human resource practices with wider environmental goals as organizations increasingly recognize the need for sustainable development. An existing literature review has brought out some emerging themes and insight into Green HRM, emphasizing employee green commitment and Organizational sustainability

One of the prominent conclusions from the literature is the positive effect that green HRM practices can have on augmenting employees' green commitment. By enhancing green HRM techniques, green recruiting, green training, green performance evaluation, and green incentive systems, organizations can persuade their employees to adopt sustainable practices and engage in the process of eco-friendly behaviour [42]. These initiatives can take the form of performance reviews that measure how well employees adhere to the company's green policies or green training programs that equip employees with the knowledge and skills to maintain a sustainable lifestyle [4]. Such practices cause employees to have a stronger psychological bond with the organizational environmental goal, and thus improve their green commitment when employees are actively supported [16].

There are some ways through which a positive association between Green HRM and employee green commitment can be explained. First, Green HRM practices offer explicit expectations and rewards for employees' sustainability-related behaviours, thus amplifying their intrinsic motivation to engage in environmental efforts [21]. Furthermore, internalization of sustainability through HRM practices embeds a common understanding of the benefits of green initiatives and cultivates a collective commitment towards sustainability from an employee perspective [6]. Alignment of organizational values with sustainable practices boosts the probability of engaging employees in resource conservation, waste minimization and promotion of sustainability initiatives, both at work and outside it.

Green compensation is shown to have a strong and significant association with environmental sustainability. Thus, increasing green remuneration can advance sustainability across all industries. More environmentally friendly compensation policies enhance both consumer and employee value for organizations. Therefore, promoting green compensation is an effective way to boost environmental sustainability, as corroborated by previous studies [29, 59, 68, 69].

Similarly, green hiring is closely associated with environmental sustainability. Enhancing green hiring practices positively impacts sustainability across industries. By implementing environmentally friendly recruitment strategies, organizations can nurture consumer and employee value while contributing to sustainability.

A strong association was also found between green training and environmental sustainability in the study. Comparable research in the literature indicates that strengthening green training programs is a promising way to improve sustainability [29, 59, 68, 69]. Furthermore, it has been demonstrated that environmental sustainability is significantly influenced by green involvement. According to a linked study, increasing green participation has a favourable impact on sustainability [56].

The study concludes that improving EBG and environmental sustainability can assist organizations in enhancing green compensation. Literature supports this link [38, 39]. Furthermore, increasing environmental sustainability can broaden green hiring efforts, with green employee behaviour serving as a bridge. Similarly, boosting environmental sustainability enhances Training and involvement in green issues, with green employee behaviour as an intermediate step, according to the research [40, 60].

The study acknowledges that the current environment faces significant challenges due to the effects of global warming and pollution in today's fast-paced lifestyle. Green HRM and green branding have emerged as essential topics, as nations grapple with increasing environmental concerns. Consumers are adopting environmentally conscious behaviours to safeguard their well-being and protect nature. This study introduces a new paradigm to the literature, offering organizations actionable strategies to enhance Green HRM practices.

Sustainable environmental practices are still an urgent concern in the age of global warming, and this study highlights their significance while offering workable solutions. The relationship between Green HRM and environmental sustainability has already been the subject of numerous research [40, 60, 67]. The importance of EBG and Green HRM in improving our kingdom's green environment is emphasized by this study.

The present study advocates the significant acts of employees in the situation of Green HRM, which plays an indispensable role in bringing environmental sustainability to our country. This contributes new insights regarding Green HRM, signalling its mediating position on the pathway between employee green commitment and ecological/organizational performance.

The current study helps employees to align their actions with organizational strategic goals by adopting green commitment, which is one of its primary contributions. Modern HRM tools and practices are particularly useful for the manufacturing industry. This study also provides a new avenue for employers to connect with their employees by creating an operating model of a

sustainable organization through better engagement. It is particularly useful for people working at the managerial level, as it shares the tools that will help in dealing with employee concerns while fulfilling sustainability objectives.

Shifting towards the concept of the need for green has pushed HR managers to incline towards green practices. The steps to shifting to green products and processes may initially appear pricey, but they are indeed eco-friendly and in the long run cost-effective as well. The finding of this research highlights the need for integrating green HRM practices at the organisational level to improve the manufacturing sector through the guidance of organizations to move towards green.

Factors such as increased consumer awareness of environmental issues have influenced consumer behaviour and steered the market toward the production of ecologically friendly goods and services. The increasing need for distinctive customers has had an impact on successful human resource management. HR managers have quickly embraced the "need for green," recognizing that hiring sustainability-minded employees can improve the environmental quality of products and services. Organizations can have a long-term positive impact by developing policies and processes that promote environmental preservation.

In this study, green HRM practices like green reimbursement, green recruiting, green training, and green involvement demonstrate effective indicators of employee sustainability and green behaviour. It highlights that selecting people with a positive attitude toward the natural world results in eco-friendly organizational practices and environmentally sustainable products.

This study focuses on national-level organizations that operate in the nations under consideration, drawing on literature published between 2000 and 2025. However, it is worth noting that the study does not show a time-sequenced relationship between the factors. Nonetheless, the findings provide practical insights for HRM practitioners and managers, supporting the implementation of green practices to create a sustainable future.

There is an increasing body of literature; however, there are additional areas that warrant further examination. Future studies could further investigate the role of industry-specific factors that influence employee green commitment and the potential for digital forms of technology (AI, big data) to be harnessed to help organizations achieve their sustainability objectives. Moreover, research exploring the cultural variables that can explain differences in green commitment across different geographical regions will also provide a more robust understanding of this concept [70]. Longitudinal researches on the influence of employee green commitment on organizational sustainability performance are needed to address the organizational practice more clearly.

This would indicate a gap in the literature on Green HRM practices that explores the intersection of these SCM practices in different HR functions. Gaps can indicate the absence of comprehensive models that explore synergies between key HRM practices, such as how green recruitment relates to green training or where performance management systems might further align with sustainability objectives. Moreover, research investigating how leadership behaviour better impacts the effectiveness of Green HRM practices while ensuring employee green commitment would lend more specificity on how (or through which routes) these Green HR practices predict sustainable outcomes.

Lastly, investigating the obstacles to Green HRM practices to promote their effective impact will be essential for future research agendas. This might include exploring how companies can alleviate resource constraints, build awareness of environmental issues, and develop a top-down approach to sustainability.

#### IV. CONCLUSION

The findings from the literature review reveal a strong relationship between green training and environmental sustainability. Improving green recruitment practices can play an important role in reaching a company's environmental sustainability objectives. Moreover, green compensation practices raise the environmental sustainability profile in organizations.

This study reaffirms the value of Green HRM for environmental sustainability. Green HRM acts as an enabler by providing a green-friendly administrative climate. Against this backdrop, greener compensation, greener hiring, greener involvement, and employee green commitment are key components of Green HRM that impact the shaping and analytics of environmental need states.

This ultimately leads to environmental sustainability as green HRM ensures the adoption of green commitment by employees. For companies looking to improve their environmental impact, integrating green HRM into their strategic vision will create a sustainable culture and empower employees to make a meaningful contribution to environmentally friendly activities.

The employee green commitment plays a significant role in advancing environmental sustainability within organizations. By fostering a culture of green commitments through leadership, training, and organizational support, companies can enhance their sustainability outcomes. However, addressing the challenges that hinder employee engagement in sustainability initiatives is crucial for the long-term success of these efforts.

Finally, this literature review emphasizes the critical link between Green Human Resource Management (Green HRM) practices and environmental sustainability, with a specific emphasis on the significance of Green Work Commitment. According to the findings, Green HRM activities, including eco-friendly recruitment, training, and

performance management, are critical in increasing employees' green commitment. As a result, organizations are better able to meet their environmental sustainability goals. However, more empirical study is required to explore the practical applications and long-term implications of Green HRM on employee engagement and organizational sustainability.

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