



Sustainable Performance and Employee Well-being Promotion Based on Integrating Green HRM: Ability Motivation Opportunity Theory (AMO) & Social Exchange Theory (SCT) *Theory*

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ABSTRACT

Objective: The purpose of this study is to map the evolution, mechanisms of mediation and moderation, and research directions of Green Human Resource Management (GHRM).

Methods: The method employed in this paper is a systematic literature review using PRISMA, in which 549 papers were identified and then excluded, leaving 140; thematic analysis was also conducted by comparing results.

Results: The results show that GHRM has a positive effect on financial, operational, and innovation performance, as well as on well-being (mental health, satisfaction, engagement, retention), with common mediators including employee engagement, green behavior, green innovation, and organizational culture. In addition, the roles of digital technology and AI, as well as contextual factors, strengthen or moderate these relationships. The originality of this study lies in mapping the evolution of GHRM research from 2006 to 2025, integrating ecology-inclusivity (DEI) into the Ability, Motivation, Opportunity, and Social Exchange Theory, and formulating a priority research agenda.

Conclusion: The theoretical implications confirm GHRM as a social-exchange-based mechanism that converts HR capabilities into sustainable advantages through the Ability-Motivation-Opportunity pathway and demand a model that integrates economic, social, and environmental goals. The practical implications suggest adopting a full range of GHRM practices to enhance organizational resilience and sustained competitiveness.

Keywords: Green human resource management, performance, wellbeing, Ability Motivation Opportunity Theory, AMO Theory, Social Exchange Theory, SCT Theory

1. INTRODUCTION

Green Sustainable Human Resource Management (GHRM) has become a concern for organizations worldwide, with a direct impact on organizational performance in both the private and non-profit sectors. Furthermore, it can contribute to good corporate governance by harmonizing employee welfare. Clearly, this indicates a massive shift in awareness towards sustainability, particularly highlighting the long-term welfare of employees amid rapid technological development. (Dyageti & Kiran, 2025; Limna & Siripipattanakul, 2025; Yin, 2023). "Humans will inevitably lose when competing in a race against horses, but in terms of acceleration, how can we ride horses so that we can go faster?" That quote accurately describes current technological developments. It is no surprise that HRM management has evolved so rapidly from traditional practices toward green sustainability, no longer ignoring ecological responsibility and social inclusivity. This is currently challenging, as various generations with



unique perspectives often cause friction within organizations. (Bratton et al., 2025). The vision always disseminated by the United Nations in the objectives of *sustainable development goals* (SDGs) makes us believe that every organization must look for balance, social issues, and environmental concerns, which can be quoted as internal elements of company governance and external things related to politics and norms within the economic process (Madero-Gómez et al., 2023). These challenges are like art, with ways to overcome them. However, in practice, HRM has developed in accordance with the sociocultural aspects of the company and has led to green HRM, which integrates environmental aspects into human resource management to improve organizational performance and environmentally friendly behavior (Faisal, 2023; Noor Faezah et al., 2024). Several studies indicate that companies capable of sustainably managing the challenges of implementing Green HRM can maintain, and even increase, employee productivity. In fact, they can increase employee awareness to be involved according to their abilities by a significant percentage of 25%

A review conducted by Madero-Gómez et al. (2023), for example, shows the gaps in various studies, such as how HRM practices carried out in various research subjects have different impacts on organizational sustainability, which ultimately has a direct impact on organizational performance and employee welfare, and also highlights several contexts that have an adverse effect. This shows that the art of implementing GHRM varies significantly across organizations with unique sociocultural characteristics. In addition, indirect aspects also vary. Researchers are aware that these differences are reasonable and therefore valid, allowing for differences in different contexts, especially those related to mediating elements such as the role of involvement, motivation, green behavior, and employee resilience (Gyensare et al., 2024; Lu et al., 2023; Nakra et al., 2024; Winarno & Silvianita, 2024). In addition to mediating aspects, moderation also contributes to the diversity of these relationships, such as the role of artificial intelligence and commitment as moderating factors (Housheya & Atikbay, 2025). Not only that, but the research object also becomes a debate over how *green HRM* practices affect financial performance, as well as employees' attitudes and behaviors (Permadi et al., 2024). As highlighted by Purnasari et al. (2025), behavior plays a crucial role in improving financial literacy.

The most fundamental issue remains the gap between the ecological and inclusive dimensions of sustainable HRM practices, which hinders and even complicates comprehensive implementation that supports sustainability itself. This may have been highlighted by many organizations, so that they are not yet confident and fully utilizing the potential of implementing sustainable HRM as a planned, strategic driving force to remain long-term oriented in improving performance and increasing employee resilience in today's dynamic situations. (Caputo et al., 2025; Rosyafah et al., 2025). Various development sciences, particularly the relationship between GHRM and performance improvement and wellbeing, clearly show that they have not been comprehensively integrated into a combination of theories, such as social exchange, motivation, and opportunity. This study views sustainable HRM as a strategic professional internal management system that integrates various aspects such as the environment, society, and economy into policy formulation and how HR implementation encourages all available resources to focus on the main factors of



organizational sustainability, which are indeed related to sustainable performance and maintaining the welfare of employees as the leading actors in organizational operations, as well as being a source of capital that needs to be increased (Agrawal et al., 2024; Bratton et al., 2025). The mechanism of Green HRM, employee welfare, and Organizational performance based on *Ability-Motivation-Opportunity (AMO)* theory, where improved intent in an organization will result from supporting its' ability, keep motivating it and provide opportunities for use of exchange social using *social exchange theory (SCT)*, whereby when employees receive fair support, they will respond with positive behavior and not just economic transactions (Wang et al., 2025). This theory is essential for dissecting how sustainable HRM practices can enhance organizational performance and employee well-being (Abu-Mahfouz et al., 2023; Din et al., 2023). In this context, Green HRM asserts that an organization's success depends on the extent to which it fosters a reciprocal relationship with its employees, ultimately strengthening its long-term sustainability orientation.

Given the gaps in previous research and the urgency of this study, this study aims to synthesize empirical research and theoretical approaches related to the concept and practice of green HRM across the existing literature and to examine their impact on organizational performance and employee welfare. Thus contributing to an understanding of how HRM mechanisms, particularly in terms of performance and sustainable welfare, and the positive impact of implementing green HRM. In addition, this study highlights the integration of mediation and moderation to improve organizational performance, providing insights into various integrations (Nakra et al., 2024). Moreover, this research would have managerial implications, specifically for Managers particularly in Human Resource to further enhance their understanding and insight on how they can structure support mechanism when implementing focused/oriented policies towards sustainability awareness such that they will naturally find it easier form a sustainable organization since it is now evident that leaving out being sustainable will significantly hamper the long term success of an organization (Bratton et al., 2025; Kosasih, 2024), of course, by combining ecological and social perspectives in every policy established.

2. LITERATURE REVIEW

2.1 Research Theory

2.1.1 Ability Motivation Opportunity Theory

The Ability Motivation Opportunity (AMO) theory was first developed by This explains how individual performance in an organization can be improved through three main approaches, namely ability, motivation, and opportunity. These dimensions have been used in various studies, particularly in human resource management (HRM) and organizational behavior, where the primary focus of every organization is to improve performance sustainably in a dynamic, changing environment. Various contexts, such as the academic field, show that the three AMO dimensions can contribute to performance improvement, particularly by increasing knowledge



and research in academic circles, where ability and motivation have a positive impact on performance. (Benítez-Núñez et al., 2024). This theory emphasizes that when managers seek to implement effective HR management, they must apply a balanced combination of abilities, intrinsic and extrinsic motivation, and fair opportunities for employees, so that there is synergy in sustainably supporting effective organizational management. Applying only one of these elements will not result in successful transformation, let alone one oriented towards long-term sustainability (Alkhalaf & Al-Tabbaa, 2024; Liu et al., 2024). However, each company has its own unique values/culture, and almost every organization, whether national or international, even at the SME level, is different, although there are many similarities in general. This environment also affects the application of the AMO approach. (Gooderham et al., 2022). This theory reinforces the application of GHRM, which can directly improve organizational performance and enhance employee well-being by continuously developing capabilities, motivating, and providing fair opportunities.

2.2.2 Social exchange theory (SCT)

The role of the organization is always associated with the reciprocity it provides to employees, and vice versa. Relating to the present study, social exchange theory (SET) are very relevant in integrating AMO theory on performance improvement where this theory assumes that if organization supports employees' growth both through range of training, coaching as well as motivating in terms of fair compensation, beneficial outcome and fair behavior within environment organizational support instruction or normative; then employee will feel obligated to reciprocate back as much to companies such as improve their performance, increase role awareness 'led by the high extra-role behavior during work Time not only all over supporting the organization but also involve into psychological contracts with an organizations a well (Ahmad et al., 2023; Blau, 2017; Emerson, 1976). Whilst implementing HRM practices across organisations, the concern should be for employees' wellbeing, including the right to their position and job, opportunities for development, and remuneration and rewards following due process. This can be considered a form of staff support, which, in turn, enhances loyalty. Thus, it is clear that this improves employee performance, which, in turn, enhances organizational sustainability.

Furthermore, because both parties feel satisfied, wellbeing will arise (Parent-Lamarche et al., 2023; Rajâa & Mekkaoui, 2025). However, it should be noted that the impact of social exchange theory depends heavily on consistent procedures and fairness in its implementation. It is easy to imagine that when an organization makes promises but does not prioritize fairness in their implementation, employees will feel disappointed and lose trust in the organization, which will reduce reciprocity and even have the opposite effect, thereby reducing performance and impacting well-being. (Kilroy et al., 2023). The exchange of resources between organizations and employees must be managed wisely to create equitable justice that can be maintained and developed in the increasingly dynamic and uncertain future.



3. METHODOLOGY

This study uses a simple and systematic method that includes stages in a comprehensive search for relevant literature using various reliable databases through inclusion and exclusion criteria to ensure the relevance and quality of articles, as well as thematic analysis to map the direction of research and in-depth understanding in the context of sustainable HRM (Hadi et al., 2020, 2025). Explore: Deepening the research question: How does sustainable HRM affect performance and wellbeing? The PRISMA approach was applied in order to streamline the process, and this is reflected in Table 1 below:

Table 1: Stage selection of articles

Stages Selection	Number of Articles	Description
Identification	488	The article was obtained from search results related to research questions on the impact of sustainable HRM on performance and well-being.
Citation Chaining	61	Addition of articles through <i>backward</i> and <i>forward citation chaining</i> processes
Total articles obtained	54	Total articles before the duplication removal process
Deletion of duplicate articles	1	There is one duplicate article that needs to be deleted
Total articles after deletion	548	Articles that passed the initial selection stage after article deletion.
Highly Relevant Articles	140	Total articles that passed the selection and were deemed most appropriate and used in this deep review

The next stage involves synthesizing each article, analyzing it, and using it to answer the research questions, explore developments in the literature, and provide recommendations for further research, particularly in the field of sustainable HRM.

4. RESULTS & DISCUSSION

4.1 Descriptive analysis

The descriptive results of this literature study show that most of the research used quantitative methods, followed by systematic literature reviews, and that the results reflect a multidisciplinary approach. Some of the results can be summarized as follows:



1. *Organizational performance*: More than 100 articles show that sustainable HRM practices have a positive effect on financial, operational, and innovation performance across sectors, including manufacturing, hospitality, and public administration. In addition, these studies emphasize mediating variables related to green innovation and green employee behavior that improve sustainable organizations and increase competitive advantage (Awwad Al-Shammari et al., 2022; Gazi et al., 2025; Kharel et al., 2025). Several articles also highlight challenges, particularly in measuring performance impact, and recommend using longitudinal research to determine not only cross-sectional but also long-term effects, thereby ensuring more accurate data (Kosasih, 2024; Yuxiaosi, 2024).
2. *Employee well-being*: 80 articles show that sustainable HRM practices can improve employee well-being, including mental health, job satisfaction, engagement, and retention (Jaskeviciute et al., 2021; Sharma et al., 2023). Employee well-being is also associated with organizational trust, inclusion, and work-life balance initiatives, which positively impact employee loyalty and productivity (Al-Sulaiti, 2024; Usha & Ramkumar, 2025). Some studies point to the multidimensionality of wellbeing, with weak direct relationships in some cases, and show job resources and statutory culture as the two leading enablers (Tortia et al., 2022).
3. *Mediating and Moderating*: variables such as employee engagement, green motivation, organizational culture, and leadership style can act as mediating or moderating factors that influence the effectiveness of sustainable Green HRM practices on positive organizational outcomes (Gilal et al., 2024). The integration of digital technology and artificial intelligence (AI) can also serve as a moderator, strengthening employee engagement and the effectiveness of sustainable HRM (Herlina & Iskandar, 2025). Additionally, psychological contracts and adaptability serve as moderating factors, strengthening the relationship between sustainable HRM and employee well-being (Nakra et al., 2024; Rafique et al., 2024).
4. *Context and Industry*: This study spans various research sectors that enrich the implementation of sustainable green HRM. Some areas, such as manufacturing, hospitality, education, and the public sector, are among the most studied (Järlström et al., 2023; Vovk & Vovk, 2024). This research is broadly scoped to include geographical areas such as Asia, Europe, Africa, and the Middle East, indicating how cultural and regulatory factors impact sustainable HRM practices (Ofosuhene, 2024). Size and type of organization have also been found to influence the adoption of HRM and the success of sustainable HRM, with SMEs facing different challenges than large organizations (Kutaula et al., 2025; Zihan & Makhbul, 2024)

4.2 The evolution of GHRM

The findings of this review can be classified as an evolutionary direction in research, from a basic understanding of GHRM to a more comprehensive conceptualization. After that, GHRM expanded, drawing on various theoretical foundations, and empirical evidence emerged across



sectors about GHRM itself. Finally, it began to integrate technology, inclusiveness, and GHRM implementation strategies. This evolution can be seen in the following Table 2:

Table 2. The evolution of Green Human Resource Management

Year Range	Research Direction	Description
2006–2011	Fundamentals of HRM and Sustainability	Early research examined the relationships among HRM, company performance, and employee welfare and identified the complexities and challenges of linking HR practices to sustainable organizational outcomes. During this period, the concept of <i>Green HRM</i> was introduced, emphasizing the important role of HR in environmental sustainability and worker health.
2017–2019	GHRM Framework and CSR Integration	The work in this period examined CSR and sustainable HRM, emphasizing sustainable business models and the strategic integration of human resource strategies to motivate and retain human capital.
2020–2022	GHRM and Theoretical Advances	The focus of such research is to study the development of Green HRM practices (recruitment, training, and performance appraisal) and their influence on environmental performance and organizational sustainability. Social Exchange Theory and Ability-Motivation-Opportunity (AMO) are among the theories that describe mediating mechanisms between employee behaviors and organizational outcomes.
2023–2024	Empirical Evidence from Various Sectors on GHRM	Academic research supports the GHRM's positive impact on employee engagement, well-being, organizational commitment, and sustainable performance across sectors (including manufacturing, hospitality, and education). The study also examines the mediating roles of green innovation, employees' motivation, and organizational culture, as well as barriers to implementation.
2025	Technology Integration, Inclusivity, and Strategic GHRM	Recent studies emphasize the relationships among artificial intelligence (AI), digitalization, and inclusive leadership within the GHRM system. The focus is increasingly shifting toward strategically aligning GHRM with global sustainability goals, improving employee well-being, organizational agility, and meeting social and environmental demands.



4.3 Thematic Review

The literature on current HRM practices reveals several interesting themes, particularly its role in improving performance and well-being to support environmentally friendly organizational sustainability. In addition, mediating and moderating factors are also highlighted in this theme. The themes resulting from the integration of 140 articles can be seen in the following Table 3:

Table 3: The themes resulting from the articles' integration

Thematic	Theme Description
Green Human Resource Management (GHRM) and Organizational Performance	64 articles indicate that GHRM is a driver in improving innovation, social, and economic performance across various industries. Green recruitment, training, performance management, and employee engagement have been proven to improve sustainability and competitive advantage (Akbar et al., 2024; Ghosh & Haque, 2024; Kharel et al., 2025; Yin, 2023)
Employee Well-being and GHRM	52 articles indicate that GHRM enhances employee wellbeing by supporting mental health, promoting work-life balance, and implementing inclusive policies. Wellbeing also acts as a mediator of employee performance and retention (Ahmed et al., 2025; Dyageti & Kiran, 2025; Madero-Gómez et al., 2023; Mahdia, 2024; Sharma, S. Prakash, et al., 2023)
The Mediating Role of Employee Engagement and Green Behavior	44 articles indicate that employee engagement and pro-environmental behavior are important mediators of the influence between GHRM and organizational outcomes. Where employees who are actively involved in green initiatives demonstrate higher commitment to sustainable performance (Ibanez et al., 2024; Muhammad Arslan Amjad et al., 2025; Wang et al., 2025)
Integration of Ecological Sustainability and Social Inclusivity	42 articles show the integration of GHRM with <i>Diversity, Equity, and Inclusion (DEI)</i> principles in enhancing employee engagement, resilience, and long-term sustainable performance (Agrawal et al., 2024; Soekotjo et al., 2024)
The Role of Technology and AI in GHRM	21 articles explore the role of AI, big data analytics, and digital tools in improving GHRM implementation through decision-making, employee wellbeing, and organizational efficiency (Hashmi & Ghai, 2025; Herlina & Iskandar, 2025; Nurimansjah, 2023; Sugiharto et al., 2025)
GHRM and Corporate Social Responsibility (CSR)	19 articles show that GHRM plays a role in strengthening corporate social responsibility through ethical governance, community participation, and social-environmental balance,



	which enhance the reputation and long-term success of organizations (Chawla et al., 2025; Winarno & Silvianita, 2024)
Contextual and Industry-Specific Application	18 articles show that GHRM can be applied in various sectors such as hospitality, manufacturing, education, and MSMEs, with adjustments to the cultural context and local regulations (Al-Sulaiti, 2024; Masood, 2024; Ofosuhene, 2024; Vovk & Vovk, 2024)
Green Innovation and Sustainable Performance	17 shows that green innovation acts as a mediator in the relationship between GHRM and organizational performance. Leadership and employee motivation are key factors in fostering environmentally friendly innovation (Gazi et al., 2025; Naseer Muhammad et al., 2025; Zihan & Makhbul, 2024)
Theoretical Frameworks and Models of GHRM	15 articles indicate that theories such as <i>the Resource-Based View (RBV)</i> , <i>Ability-Motivation-Opportunity (AMO)</i> , and <i>Social Exchange Theory</i> are used to explain the mechanisms of GHRM and its impact on organizational outcomes (Anshima et al., 2025; Kutaula et al., 2025; Wu, 2024)
Retention, Commitment, and Employee Satisfaction	14 articles show that GHRM improves retention and job satisfaction by building a supportive work environment and organizational values that align with individual values (Din et al., 2023; Dira et al., 2024; S. Siva et al., 2024)
Organizational Culture and Leadership in GHRM	14 articles indicate that <i>transformational</i> and <i>inclusive</i> leadership styles are effective in strengthening GHRM to enhance employee engagement and pro-environmental behavior (Chennai et al., 2025; Gargee Banerjee, 2025; Permadi et al., 2024)
Challenges and Barriers to GHRM Implementation	12 articles identify barriers, including a lack of awareness, resistance to change, resource constraints, and minimal managerial support. Therefore, effective leadership, training, and clear metrics are needed to overcome these barriers (Dev, 2025; Kosasih, 2024; Roucham et al., 2023)
Measurement and Analytics in GHRM	10 articles indicate that HR analytics and metrics are used to measure the efficiency of sustainability programs, survival/hand operation/ inactivity , and environmental performance while enhancing evidence-based decision-making (Catherine Ezeafulukwe et al., 2022; Kaaria, 2024)

Based on a thematic analysis of 140 articles, the most dominant theme related to GHRM as the primary driver of organizational sustainability was followed by employee wellbeing, engagement, and green behavior, which served as important mediating variables. Moreover, a new trend has emerged regarding the importance of technology, artificial intelligence, and data analytics as tools to reinforce GHRM practices. We emphasize that the success of GHRM



depends largely on organizational culture and the appropriateness of industrial and regional conditions. Although there is already substantial evidence, challenges remain, including limited resources and resistance to change.

4.4 The impact of GHRM on performance and well-being

The reviewed literature agrees that GHRM practices have a positive impact on organizational performance and employee well-being, which is often mediated by factors such as employee engagement, organizational culture, and green motivation. However, there are some differences in views regarding the strength of certain mediating variables, the role of technology, and contextual factors such as industry and research location, possibly due to differences in methodological, sectoral, cultural, or organizational contexts across studies; see Table 4.

Table 4: The agreement and divergence of GHRM on performance and well-being

Comparison Criterion	Studies in Agreement	Studies in Divergence
Organizational Performance Outcomes	Most research has unveiled a positive effect of Sustainable HRM practices on financial, operational, and innovation performance, leading to enhanced productivity, brand reputation, and competitive advantage (Akbar et al., 2024; Dyageti & Kiran, 2025; Ghosh & Haque, 2025; Montalvo-Falcón et al., 2023; Yadav et al., 2024)	Authors are reporting that the balance between work-life policies does not influence economic performance (Caputo et al., 2025), and green training gives different results depending on the context (Yin, 2023)
Employee wellbeing Indicators	GHRM can increase employees' prueti/wellbeing by providing mental health support, job satisfaction, and engagement in the organization that help/and a higher retention rate as well as a low level of turnover (Ahmed et al., 2025; Dyageti & Kiran, 2025; Garcia, 2025; Madero-Gómez et al., 2023; Mahdia, 2024; Sharma, S. Prakash, et al., 2023)	Some research reveals a small or mediated connection between HRM and wellbeing, with mixed relationships to work stress, where additional demands may negatively impact wellbeing, albeit enhanced performance (Tortia et al., 2022; Vanhala & Tuomi, 2006)
Mediating and Moderating Variables	Organizational outcomes are influenced by employee engagement, green motivation, organizational culture, and leadership that serve as mediating/moderating variables between	Organizational outcomes are influenced by employee engagement, green motivation, organizational culture, and leadership that serve as



	GHRM and organizational outcomes (Anshima et al., 2025; Dira et al., 2024; Gargee Banerjee, 2025; Ibanez et al., 2024; Muhammad Arslan Amjad et al., 2025; Ogbonnaya & Aryee, 2022)	mediating/moderating variables between GHRM and organizational outcomes (Alam et al., 2023), and the moderating effect of AI integration is contingent (Hashmi & Ghai, 2025; Herlina & Iskandar, 2025)
Sustainability Integration Approaches	Several works take an integrative approach that unites ecology, social, and economic factors in HRM, promoting a more comprehensive sustainability perspective that integrates diversity, equity, and inclusion (DEI) and corporate social responsibility (CSR). (Agrawal et al., 2024; Bratton et al., 2025; Soekotjo et al., 2024) (Agrawal et al., 2024; Gunawan & Mikhail, 2025; Soekotjo et al., 2024)	Other works separate between green and social HRM initiatives (or examine ecological or economical aspects separately) for a more partial nature of integration, according to the literature , gerrymandering so far (Massoudie et al., 2024; Winarno & Silvianita, 2024)
Contextual and Industry Variations	The potential impact of Sustainable HRM in industries including: engineering, hospitality, education, SMEs, and the public sector has been documented with positive results globally (Ghosh & Haque, 2025; Järlström et al., 2023; Massoudie et al., 2024; Ofosuhene, 2024)	Several reviews emphasize context-related blockages, such as resource shortages, cultural variations, and commitment of officials, shaping the success of implementation (Barakat et al., 2024; Dev, 2025; Kosasih, 2024; Mathew et al., 2025)

4.5 Theoretical Implications

1. The synthesis of research findings reinforces the theoretical basis that GHRM practices positively influence organizational performance and employee wellbeing by integrating ecological and social dimensions. This supports frameworks such as Ability-Motivation-Opportunity (AMO), which explains how HRM capabilities can drive sustainable competitive advantage and employee engagement (Anshima et al., 2025; Kharel et al., 2025; Rahman & Saba, 2025)
2. The mediating role of employee engagement, green behavior, and wellbeing in the relationship between Sustainable HRM and organizational outcomes is consistent. This demonstrates the relevance of Social Exchange theory as a lens for understanding these dynamics (Gilal et al., 2025; Muhammad Arslan Amjad et al., 2025)



3. The emerging conceptual model integrates ecological sustainability with social inclusivity, for example, through the integration of GHRM with the principles of Diversity, Equity, and Inclusion (DEI), emphasizing a holistic approach to GHRM that strengthens organizational resilience and employee well-being. (Agrawal et al., 2024; Soekotjo et al., 2024)
4. The role of green innovation as a mediator between HRM practices and organizational sustainability performance is increasingly recognized, showing that HRM not only supports environmental goals but also drives innovation processes that are important for long-term sustainability (Muhammad et al., 2025; Zihan & Makhbul, 2024)
5. The integration of technology, including Artificial Intelligence and HR analytics, within the GHRM framework is theoretically believed to enhance decision-making, employee wellbeing, and organizational adaptability, marking a new direction for the development of HRM theory that is more inclusive of digital transformation (Hashmi & Ghai, 2025; Nurimansjah, 2023; Shettigar & Chakraborty, 2025).
6. This literature also challenges traditional HRM paradigms by emphasizing a dual focus on employee well-being and organizational sustainability, and calls for a more comprehensive model that balances economic, social, and environmental goals (Bratton et al., 2025; Ogonnaya & Aryee, 2022; Tortia et al., 2022)

4.6 Practical Implications

1. It is recommended that organizations adopt GHRM practices with green recruitment, training, performance appraisal, and employee engagement to improve environmental performance and enhance the well-being of employees, which would add to the efficiency of the organization (Alegbesogie, 2023; Kamboj & A, 2024; Yin, 2023)
2. Enhanced employee engagement and well-being from GHRM practices affect retention, motivation, and productivity...[more] It contributes to long-term success in the relationship between business and SDGs (Ahmed et al., 2025; Madero-Gómez et al., 2023; Sharma, S. Prakash, et al., 2023)
3. Leadership commitment, management support, and creating a green organizational culture have been identified as significant impediments in the practice of GHRM to overcome constraints with respect to resources as well as resistance (Chatterjee et al., 2025; Dev, 2025; Roucham et al., 2023)
4. Industry-level approaches accomplished, for example, by the adoption of customized GHRM practices in the manufacturing and hospitality as well as public administration sectors, illustrate the relevance of contextualization in terms of organizational size, culture, and environmental orientation (Gilal et al., 2025; Vovk & Vovk, 2024)
5. The digital and AI aspects of GHRM practices will yield tangible value by addressing issues of employee wellbeing and workload relief, in line with corporate sustainability. Hence, organizations are recommended to adopt human resource technology solutions (Hashmi & Ghai, 2025; Herlina & Iskandar, 2025; Shamshuddin et al., 2025)



6. Policymakers and HR practitioners should promote lifelong learning to develop sustainability competencies, green innovation, and inclusive practices, in order to build a sustainable workforce that can drive organisational transformation (Manao & Hadi Senen, 2024; Masood, 2024; S. Siva et al., 2024).

4.7 Gap and future agenda

In this section, the gaps collected and separated by research area — both in terms of their impact, integration with various contexts, mechanisms of relationship with independent and dependent variables, mediation, and even moderation — will be explained in detail in the following Table 5.

Table 5: Gap and future research direction

Gap Areas	Future Research Directions	Research Priorities
<p>Longitudinal studies on the impact of GHRM A cross-sectional research design predominates, making it challenging to understand the causal implications and long-term impacts of sustainable HRM on organisational performance and employee wellbeing.</p>	<p>Conduct longitudinal and experimental research that follows evolution and also establish cause-and-effect relationships between GHRM practices and their outcomes. Also deal with the current methodological constraints (Kosasih, 2024; Mahdia, 2024; Masood, 2024)</p>	High
<p>Integration of contextual and cultural factors Scant empirical evidence towards the moderating effect of organizational culture and leadership style, as well as regional context, on the relationship between sustainability HRM and its outcomes</p>	<p>Creating cross-cultural comparative and industry-level research to investigate the modulated effect of culture and leadership in GHRM implementation. Transferability and practical relevance (Chatterjee et al., 2025; Din, Yang, Khan, Mohi Ud Din, et al., 2023; Gilal et al., 2025; Permadi et al., 2024)</p>	High
<p>Mechanisms linking GHRM to wellbeing Insufficient examination of mediators like organizational trust, psychological safety, and overall dimensions of wellbeing in GHRM effects</p>	<p>Exploring psychosocial mediators—trust, safety, and holistic wellbeing—through mixed-methods. Filling the gap in the literature on complex employee outcomes (Jaskeviciute et al., 2021; Mahdia, 2024; Tortia et al., 2022)</p>	High



<p>The role of technology and AI in GHRM The limited role of AI and digital tools in improving sustainable GHRM practices and employee engagement.</p>	<p>Empirical investigation of AI-led GHRM interventions, ethical implications, employee wellbeing, and sustainability. To assess the goods and bads (Hashmi & Ghai, 2025; Herlina & Iskandar, 2025; Nurimansjah, 2023; Shamshuddin et al., 2025)</p>	<p>Medium</p>
<p>Balancing sustainability objectives in HRM We have little empirical knowledge as to how organizations deal with trade-offs among ecological, social, and economic sustainability in HRM.</p>	<p>Investigating decision-making and frameworks in HRM that facilitate effective TBL trade-offs/balancing. (Dev, 2025; Tak et al., 2024)</p>	<p>Medium</p>
<p>Employee green behavior as a mediator/moderator The mediating or moderating role of employees' green behavior and motivation in mediating/moderating the relationship between GHRM and performance has been explored in only a few prior studies.</p>	<p>Multilevel, longitudinal investigation to clarify anatomic mediating processes of green behavior and motivation in the relationship between GHRM practices, their contingent factors (i.e., green values), and organization-level outcome requires further empirical validation (AlKetbi & Rice, 2024; Gilal et al., 2025; Muhammad Arslan Amjad et al., 2025; Zhang & Peng, 2023)</p>	<p>High</p>
<p>GHRM in SMEs and developing economies Insufficient studies on the challenges, practices, and outcomes of sustainable HRM in SMEs, as well as in developing countries.</p>	<p>Investigating the obstacles, enablers, and implications for performance of GHRM adoption in SMEs operating within diverse developing economies: A mixed-methods approach. Fostering inclusive sustainability and applied-based guidance (Kutaula et al., 2025; Roucham et al., 2023; Zihan & Makhbul, 2024)</p>	<p>High</p>
<p>Measurement and standardization of sustainable GHRM constructs Differences and discrepancies in how GHRM is operationalized and how performance measures are used prevent comparisons across studies.</p>	<p>Construction and validation of measurement tools and reporting constructs for GHRM practices & outcomes (Anshima et al., 2025; Viitasaari et al., 2022; Yuxiaosi, 2024)</p>	<p>Medium</p>



<p>The mediating role of innovation in sustainable HRM outcomes Insufficient empirical attention has been paid to how green innovation serves as a mediator in the relationship between SHRM and organizational performance.</p>	<p>Examining the mechanisms of GHRM on green innovation and performance through a longitudinal design. Its mediating role needs further empirical evidence (Kharel et al., 2025; Naseer Muhammad et al., 2025)</p>	<p>Medium</p>
<p>Employee involvement in GHRM Finally, we need to understand better how employee engagement can mediate the effects of SHRM across sectors and cultures.</p>	<p>Carry out sectoral and cross-cultural research to investigate organizational mechanisms for engagement and to create GHRM interventions that enhance it. Activism is a significant mediator; however, its contextual nuances must be further explored (Dira et al., 2024; Ibanez et al., 2024; Muhammad Arslan Amjad et al., 2025)</p>	<p>High</p>

5. CONCLUSIONS

The literature on GHRM shows a significant positive impact on organizational performance and employee well-being. In general, research shows that applying sustainability principles to HRM practices can improve financial, operational, and innovation outcomes while promoting holistic employee health, satisfaction, and engagement. Mediating factors such as employee engagement, green motivation, and green employee behavior play an important role in linking HR practices to organizational sustainability outcomes. Green innovation and pro-environmental behavior are also significant game-changers that enhance the competitive edge and long-term sustainability. Moreover, inclusive HR practices that align with diversity, equity, and inclusion (DEI) principles complement positive environmental efforts in supporting employee well-being and organizational social responsibility. The literature also underscores the significance of organizational culture and leadership style, such as inclusive leadership and management support, as moderators of the effectiveness of GHRM practices. The use of digital technologies, such as AI and HR analytics, is being more acknowledged as a catalyst leading to higher sustainability implementation, greater employee commitment, and promoting evidence-based decision-making." However, research on the link between technology and sustainable HRM remains relatively scarce, leaving room for further inquiry.

Contextual factors, such as industry, firm size, region, and business culture, have been found to impact the adoption and implementation of GHRM. While manufacturing, hospitality, education, and public organization samples have been primarily studied, cross-cultural and longitudinal



studies are yet needed to understand constraints and causal relationships in depth. From a methodological perspective, the dominance of cross-sectional designs limits the strength of causal conclusions, so future research is advised to use longitudinal and mixed-method approaches that incorporate employee perspectives alongside managerial views. Conceptually, most research draws on theories such as the Ability-Motivation-Opportunity (AMO) and Social Exchange Theories. However, there is still room to develop a more integrative theoretical framework that explicitly combines ecological, social, and technological dimensions. There are practical challenges as well: notably, addressing sustainability in HR operations (operationalizing sustainability), balancing economic objectives with social and environmental goals, and overcoming barriers to implementing TMSHR, such as resource limitations and low organizational awareness. This feedback loop reiterates HRM as more than just an administrative task, but rather a strategic imperative for developing adaptive and innovative organizations. Despite these advances, future research should focus on longitudinal validation, new technologies and their consequences for SHRM, multilevel analysis, and the development of contextual frameworks grounded in the theoretical foundations of sustainable HRM.

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