

**A SYSTEMATIC LITERATURE REVIEW ON GREEN HUMAN RESOURCE
MANAGEMENT AND FUTURE RESEARCH AGENDA**

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ABSTRACT

Purpose – This study aims to conduct a systematic literature review Green Human Resource Management (GHRM) with the aim of developing a better understanding of the state of the field. Moreover, the study aimed to propose research gaps and provides directions for the future research.

Design/Methodology/Approach – This study uses a systematic literature review method that involves the use of 133 studies/ publications from seven reputable databases including Emerald, Springer, Taylor & Francis, Willey, Sage, Scopus and Web of Science covering till the year ended 2020. The publications were classified into seven different categories and the findings and future recommendations were identified. The study addresses research gaps and proposes recommendations for the future studies.

Findings – Research has grown significantly during the last two decades that has focused on Green HRM. A total of 133 articles were reviewed and most of these articles employed quantitative method and were carried out in developing countries. Analysis of the relevant literature is presented and 13 research gaps were identified along with recommendations, hence, opening a new way for the future researches.

Originality/Value – This review is important for researchers in the field of GHRM by identifying research gaps and providing detailed recommendations. It is the first research which has taken into account all the available publications which has not been considered by the prior systematic researches because of the boundaries set by their research questions and objectives. It offers a valuable point of departure for the application of GHRM for employees and as well as on the organization.

KEYWORDS

Green Human Resource Management, Sustainable HRM, Systematic Literature Review, Future Research Agenda.

1. INTRODUCTION

The issue of environmental sustainability and green organizations is progressively being created in the management plans (Sarkis, 2001). Countries around the globe, no matter developed or developing, are facing a huge demand for more environmental friendly and sustainable agendas for the adoption and acquisition of green practices (Yong, Yusliza & Fawehinmi, 2019). Hence, requirement for the call for adopting green practices is now on the top- priority (Jabbour & Jabbour, 2016). The issue of Green HRM has been evolved in the field of human resource and is becoming a competitive dimension (Yusliza, Othman & Jabbour, 2017). The escalation of environmental concerns has guided the organizations around the globe to adopt the green practices at an immense rate with the view get organizational benefits in becoming green and competitive (Yong, Yusliza & Fawehinmi, 2019).

The concept of GHRM has been greatly acknowledged in the last decade and is one of the most admiring strategies among different strategies adopted by the management of different organizations that can reduce the environmental consequences, hence resulting in a more sustainable business (Shen, Dumont & Deng, 2018). This new approach in HRM has broadened the scope of HRM and increased its need through its acknowledgment to avoid adverse effects of the HRM practices. In short, it is a collective step with maintain the HR base and at the same time giving a cushion to the organizational value and survival (Ehnert, 2009). Hence, the implantation of green practices in HRM helps in increasing the firm's sustainability (Mishra, Sarkar & Kiranmai, 2014). The concept of Growing green has driven HR to welcome Green HR practices and has played an important role through HR in initiating an organized for a continuous change (Sawang & Kivits, 2014).

When considering sustainability, HR is considered to be of great potential with its role in achieving it (Jabbour & Santos, 2008). However, different dimensional and structural contributions are required by the organization from different functional departments in achieving effectiveness, in which the HR function is considered to be of utmost value and importance (Brío, Fernandez & Junquera, 2007). In the implementation of sustainable business strategies, the role of HR function is one of the crucial among others (Ehnert & Harry, 2012). It is considered to be an important contribution, when focusing HR role, in formulating and balancing the social goals against financial goals. Thus, the role of HR serves has a crucial partner in formulating corporate vales and strategies (Jamali, Dirani & Harwood, 2015).

The concept of GHRM has appealed a number of scholars, which was started with a few number scholars and gained a great acknowledgment nowadays(Jabbour & Santos, 2008). Till date, a number of studies have been published on GHRM (Ren, Tang & Jackson, 2018). Although published studies have investigated different aspects of the under studied field (GHRM), but there still a scarcity of literature review providing a comprehensive review for future studies. The way this field is gaining attention, the current literature is still in its growing phases to provide reviews on the increasing body of literature in GHRM. So, there is still a need for the development of a comprehensive literature review on GHRM. Although a number of researches and reviews have been conducted so far on GHRM, but there is still a gap in the extant literature regarding the future investigations. Among different reviews, one review conducted on GHRM which contributed to the literature of GHRM by evaluating the findings of other researchers and their results on

factors affecting the implementation of GHRM practices (Shahriari, Hassanpoor, Navehebrahim & Jafarina, 2019). Similarly, one another study conducted which examined the GHRM research in terms of journal, field, year and in the national context (Yong, Yusliza & Fawehinmi, 2019).

Although different reviews have been conducted in the field of GHRM, but still the contextual awareness is still lacking in many of the reviews conducted till date. For this reason, a comprehensive review has been conducted in this current study to extend the existing literature on GHRM in the context of sectors of operations, countries, levels, respondents and methodological domains to identify new gaps and get into the new domains with an aim to contribute in the field. This research will give another perspective of the literature in the context of different types of variable in which GHRM is used as, giving another dimension to study the gaps in the existing literature which are still under researched till date. Adding to it, the current research will focus on the strategic aspect of HRM to derive maximum benefits for the organization instead of separate and individual GHRM practices which will help in updating and as well as expansion of the prior systematic literature reviews (Paauwe & Boselie, 2005). It is the first research which has taken into account all the available publications which has not been considered by the prior systematic researches because of the boundaries set by their research questions and objectives.

In particular, the paper is directed towards the following research questions:

- R1: What have been published till date in terms of contexts (sectors and geographical locations, methodologies, level, respondents and type of variable) are the most researched and which are the least researched?
- R2: What are the research gaps to would guide the future directions for studies on GHRM?

This paper is organized into different sections which are as follow,

- Section 2 describes the methodology/review method.
- Section 3 presents the findings.
- Section 4 includes the future recommendations along with future directions.
- Section 5 concludes the overall study.

2. METHODOLOGY/ REVIEW METHOD

Research Design

A systematic review methodology was adopted to summarize the literature on Green HRM (Renwick, Redman & Maguire, 2008). Through which the research gaps were identified leading towards the avenues of future research. Because of diligence, this approach (systematic literature review) has been chosen for this study (Anlesinya, Baah & Tawiah, 2019). An in-depth analysis of relevant articles is possible with the use of this method and it involves the following three steps namely discussion of articles, consisting of all the relevant articles selection, data base selection and time horizon.

2.1 Article Selection

A systematic literature review procedure was selected for the selection of relevant articles by using and searching key words including "Green HRM", "Green Human Resource Practices", "GHRM", "Environmental HRM", "Sustainable HRM", "Sustainable Human

Resource management.” All the articles in leading and renowned journals till year 2020 were taken into account for this study. And duplication of articles and non-relevant articles were eliminated to avoid biasness for the analysis (Hohenstein, Feisel & Hartmann, 2014).

2.2 Database Selection

The articles selected for the current study were searched in different and renowned databases including Emerald Insight, Taylor and Francis Online, Wiley and Son Online Library, Springer, Sage Online, Science Direct and Scopus as shown in Table 1. The articles selected were written in English language with full-text article available.

2.3 Time Horizon

As far as time is considered, no time limitation was used for this current study because time frame limits the focus on all the available articles on the topic (Gallardo-Gallardo et al., 2017). The articles which were considered were published between year 2000 to 2020 end with only one article published in year 2000 (Beard & Rees, 2000). As most of the publications were done 2007 onwards as this year is considered to be the benchmark year in the field of GHRM (Unnikrishnan & Hegde, 2007).

The following steps were considered to conduct this study (Jabbour, Sousa, Govindan, Teixeira & Freitas, 2013),

1. A survey on reputable databases was conducted to collect published papers relevant to GHRM.
2. After that, the main findings were identified.
3. Last but not the least, the analysis of the research gaps was conducted in order to propose the future directions for future study especially from the most recent publications especially in year 2019 and 2020.

3. FINDINGS

3.1 Descriptive Statistics

The current review includes a total of 133 studies published between years 2000 to 2020 with year 2007 as a benchmark year for this field.

Focus Area 1: Publication volume and Outlets

Among 89 Journals the following result was extracted,

- 48 journals published one article each (53.93%),
- 10 journals published two articles each (11.23%),
- And only 10 journals published three or more papers each (11.23%).

The most popular journals in the publication of studies on GHRM were Journal of Cleaner Production and International Journal of Manpower with most number of publications of 19 and 08 respectively. The journals with most publications after the above mentioned journals were the International Journal of Human Resource Management and Business Strategy and the Environment with 07 and 05 publications respectively. Table 2 represents the details of all the publications in the respective journals. This analysis shows one another important aspect that, the publications were accepted not just in disciplinary journals but also interdisciplinary journals like the Journal of Cleaner Production.

Table 1
Databases and Publications

<i>Data Base</i>	<i>Publications</i>
<i>Emerald Insight</i>	<ul style="list-style-type: none"> • (Adjei-Bamfo, Bempong, Osei & Sarpong, 2020) • (Minhas, Ndubisi & Barrane, 2020) • (Aragão & Jabbour, 2017) • (Beard & Rees, 2000) • (Carmona-Moreno, Céspedes-Lorente & Martinez-del-Rio, 2012) • (Chaudhary, 2018) • (Chaudhary, 2019a) • (Chaudhary, 2019c) • (da Silva, da Costa & Kniess, 2019) • (Daily, Bishop & Massoud, 2012) • (de Souza Moraes et al., 2019) • (Fawehinmi, Yusliza, Mohamad, Faezah & Muhammad, 2020) • (Hameed, Khan, Islam, Sheikh & Naeem, 2020) • (I. Ahmad & Umrani, 2019) • (Jabbour, 2011) • (Leidner, Baden & Ashleigh, 2019) • (Liboni, Cezarino, Jabbour, Oliveira & Stefanelli, 2019) • (Marco-Ferreira, Stefanelli, Seles & Fidelis, 2020) • (Mohd-Yusoff Yusliza et al., 2017) • (Moktadir et al., 2020) • (M-Y Yusliza et al., 2019) • (Neto, Jabbour & de Sousa Jabbour, 2014) • (P. Mishra, 2017) • (Pham & Paillé, 2020) • (Ragas, Tantay, Chua & Sunio, 2017) • (Raut, Gardas, Luthra, Narkhede & Mangla, 2020) • (Raut et al., 2020) • (Shafaei, Nejati & Yusoff, 2020) • (Srivastava & Shree, 2019) • (Stefanelli, Teixeira, De Oliveira, Ferreira & Sehnem, 2019) • (Yacob, Wong & Khor, 2019) • (Yong, Yusliza & Fawehinmi, 2019) • (Yong, Yusliza, Jabbour & Ahmad, 2020)
<i>Springer</i>	<ul style="list-style-type: none"> • (Järlström, Saru & Vanhala, 2018) • (Longoni, Luzzini & Guerci, 2018) • (Obeidat, Al Bakri & Elbanna, 2020) • (Ren et al., 2018) • (Tariq, Jan & Ahmad, 2016) • (Wagner, 2013) • (Zhao, Zhou, He & Jiang, 2019)

<i>Data Base</i>	<i>Publications</i>
<i>Taylor & Francis</i>	<ul style="list-style-type: none"> • (Alcaraz et al., 2019) • (Al-Romeedy, 2019) • (Baum, 2018) • (Baum, 2018) • (Cheema & Javed, 2017) • (Cho & Poister, 2013) • (Renwick, Jabbour, Muller-Camen, Redman & Wilkinson, 2015) • (Renwick et al., 2015) • (Gehrels & Suleri, 2016) • (Guerci & Carollo, 2016) • (Haddock-Millar, Sanyal, & Müller-Camen, 2016) • (Harvey, Williams & Probert, 2013) • (Luu, 2018) • (Luu, 2019) • (O'Donohue & Torugsa, 2016) • (S. Ahmad, 2015) • (Sawang & Kivits, 2014) • (Stankevičiūtė & Savanevičienė, 2019)
<i>Willey</i>	<ul style="list-style-type: none"> • (Chaudhary, 2019b) • (Davis, Unsworth, Russell & Galvan, 2020) • (Dumont, Shen & Deng, 2017) • (Gilal, Ashraf, Gilal, Gilal & Channa, 2019) • (Islam, Hunt, Jantan, Hashim & Chong, 2020) • (Roscoe, Subramanian, Jabbour & Chong, 2019) • (Saeed et al., 2019) • (Shah, 2019) • (Yong et al., 2020)
<i>Science Direct</i>	<ul style="list-style-type: none"> • (Amrutha & Geetha, 2020) • (Anwar et al., 2020) • (Gholami, Rezaei, Saman, Sharif & Zakuan, 2016) • (Greenfield, Lawrence, Kellner, Townsend & Wilkinson, 2019) • (Gupta, 2018) • (Jabbour & de Sousa Jabbour, 2016) • (Kim, Kim, Choi & Phetvaroon, 2019) • (Liu & Meyer, 2020) • (Masri & Jaaron, 2017) • (N. T. Pham, Thanh, Tučková & Thuy, 2020) • (N. T. Pham, Tučková & Jabbour, 2019) • (Nejati, Rabiei & Jabbour, 2017) • (Ogbeibu, Emelifeonwu, Senadjki, Gaskin & Kaivo-oja, 2020) • (Paillé, Valéau & Renwick, 2020) • (Pinzone, Guerci, Lettieri & Redman, 2016) • (Singh, Del Giudice, Chierici & Graziano, 2020)

<i>Data Base</i>	<i>Publications</i>
	<ul style="list-style-type: none"> • (Yu, Chavez, Feng, Wong & Fynes, 2020) • (Zaid, Jaaron & Bon, 2018)
<i>Sage</i>	<ul style="list-style-type: none"> • (Islam, Jantan, Yusoff, Chong & Hossain, 2020) • (Islam, Jantan, et al., 2020) • (Shen et al., 2018) • (Vihari & Rao, 2018)
<i>Scopus</i>	<ul style="list-style-type: none"> • (Alzgoool, 2019) • (Bangwal & Tiwari, 2015) • (Bangwal, Tiwari & Chamola, 2017) • (Bombiak & Marciniuk-Kluska, 2018) • (Renwick, Redman & Maguire, 2013) • (De Oliveira, Sousa & De Campos, 2019) • (Gupta, 2018) • (Islam, Jantan, et al., 2020) • (Jackson & Seo, 2010) • (Jackson, Renwick, Jabbour & Muller-Camen, 2011) • (Jain & D'lima, 2018) • (Jia, Liu, Chin, & Hu, 2018) • (Junsheng, Masud, Akhtar & Rana, 2020) • (Lis, 2012) • (Memet, Sutawidjaya, Sugiyono & Aima, 2020) • (Moktadir et al., 2020) • (Muster & Schrader, 2011) • (N. T. Pham, Phan, Tučková, Vo & Nguyen, 2018) • (R. Mishra et al., 2014) • (Rawashdeh, 2018) • (Ren et al., 2018) • (Santana, Morales-Sánchez & Pasamar, 2020) • (Shahriari et al., 2019) • (Suharti & Sugiarto, 2020) • (T. N. Pham, Tučková & Phan, 2019) • (Zaid et al., 2018) • (Zhang, Luo, Zhang & Zhao, 2019) • (Zhou, Fey & Yildiz, 2020)

Table 2
No. of Publications

<i>Journal</i>	<i>Total</i>
1. Journal of Cleaner Production	19
2. International Journal of Manpower	08
3. The International Journal of Human Resource Management	07
4. Business Strategy and the Environment	05
5. Sustainability	05
6. Industrial and Commercial Training	05
7. Benchmarking: An International Journal	04
8. Journal of Business Ethics	04
9. Resources, Conservation and Recycling	03
10. Journal of Sustainable Tourism	03
11. Corporate Social Responsibility and Environmental management	03
12. Asia Pacific Journal of Management	02
13. Jindal Journal of Business Research	02
14. International Journal of Innovative Technology and Exploring Engineering	02
15. German Journal of Research in Human Resource Management	02
16. Management science Letters	02
17. Management of Environmental Quality: An International Journal	02
18. Cogent Business and Management	02
19. International journal of Production Economics	02
20. International Journal of Hospitality Management	02
21. International Journal of Productivity and Performance Management	02
22. Entrepreneurship and Sustainability Issues	01
23. International Journal of Environment, Workplace and Employment	01
24. Organization Management Journal	01
25. Journal of Manufacturing Technology Management	01
26. Geoforum	01
27. Personnel Review	01
28. International Journal of Engineering & Technology	01
29. Group and Organization Management	01
30. Journal of Management Development	01
31. International Journal of Management Reviews	01
32. International Journal of Engineering and Advance Technology	01
33. Iranian Journal of Plant Physiology	01
34. Evergreen	01
35. Global Business Review	01

<i>Journal</i>	<i>Total</i>
36. Qual Quant	01
37. Journal of business Economics and Management	01
38. Int. J. Technology Intelligence and Planning	01
39. Journal of Applied Business Research	01
40. Work	01
41. Management & Marketing. Challenges for the Knowledge Society	01
42. International Journal of Operations & Production Management	01
43. International Journal of Business Excellence	01
44. Journal of Global Responsibility	01
45. Review of Public Personnel Administration	01
46. World Review of Science Technology and Sustainable Development	01
47. Technological Forecasting & Social Change	01
48. Tourism Management	01
49. Journal of Environmental Management	01
50. Human Resource Management	01
51. Research In Hospitality Management	01
52. Journal of Business Ethics	01
53. Journal of Management Development	01
54. International Journal of Human Resource Management	01
55. International Studies of Management & Organization	01
56. Evidence Based HRM a Global Forum for Empirical Scholarship	01
57. Management Research The Journal of the Ibero American Academy of Management	01
58. Leadership & Organization Development Journal	01
59. Global Journal of Human Resource Management	01
60. International Journal of Organizational Analysis	01
61. Journal of Human Resource in Hospitality & Tourism	01
62. Journal of Knowledge Management	01
63. European Management Review	01
64. International journal of Recent Technology and Engineering	01
65. Environmental Management and Health	01
66. European Journal of Business and Management	01
67. Australasian Journal of Environmental Management	01
68. Human Resource Management Review	01
69. Management Revue	01
Total	133

3.2 Focus Area 2: Contextual Domain

3.2.1 On the Basis of Countries

Figure 1 depicts the 133 publications conducted by country. The data collected for this study from the publications were till year ended 2020 shows that, Green HRM research has been conducted in 32 different countries. Malaysia (Yong et al., 2020) and India (Raut et al., 2020) lead with the most number of publications in the field of GHRM with 15 and 14 respectively, followed by China (Zhou et al., 2020) and Brazil (da Silva et al., 2019) with 11 and 10 respectively. There are only two cross- country publications (Haddock-Millar et al., 2016; Leidner et al., 2019) and the countries with least number of publications till year 2020 includes UAE (Singh et al., 2020), Bahrain (Alzgoool, 2019), Portugal (Jerónimo, Henriques, de Lacerda, da Silva & Vieira, 2020), Indonesia (Nawang Sari & Sutawijaya), Spain (Martínez-del-Río, Céspedes-Lorente & Carmona-Moreno, 2012), Lithuania (Stankevičiūtė & Savanevičienė, 2019), Palestine (Mousa & Othman, 2020), Sri Lanka (Siyambalapitiya, Zhang & Liu, 2018), Qatar (Obeidat et al., 2020), Jordan (Rawashdeh, 2018), Finland (Järnlström et al., 2018) and Poland (Bombiak & Marciniuk-Kluska, 2018) with one publication each till end of year 2020.

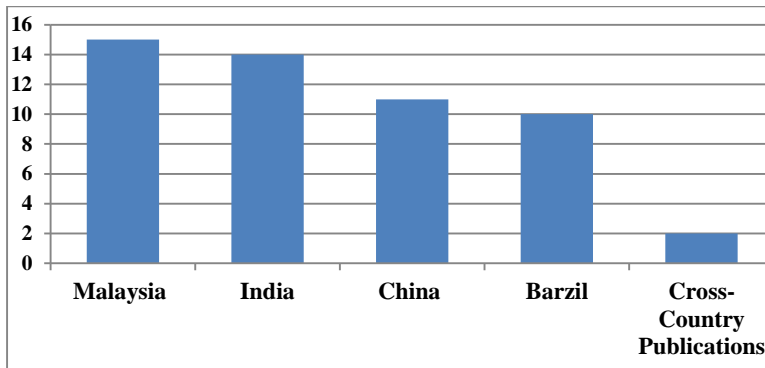


Figure 1: On the Basis of Countries

3.2.2 On the Basis of Sectors/Industries

When considering the publications on the basis of sector or industries, the majority studies were conducted in manufacturing sector (67 papers: 50.37%), with companies including Coal Generation, power house, food, chemical and pharma Industries, Food, chemical, pharmacy, Chemical sector, Pharmaceutical sector, Machinery and Equipment, Manufacturing, Textile, Oil & Gas, Electro-acoustic, Aerospace, Automotive manufacturing, SMES, Paper Packing, Tannery industry, ISO 14001 certified companies. Followed by the services sector with (56 papers: 42.10%) with companies including Health Services, Sports Center, Hotels, Food Retail Services, Food hotels finance, Distribution, Tourism, Higher Education Institutes, Country council, Airlines, Public Enterprises, Financial Services, Marketing, Telecommunications, petrochemicals, constructions and Banks. And the studies conducted with the combination of both sectors (both manufacturing and services) are (10 papers: 7.51%).

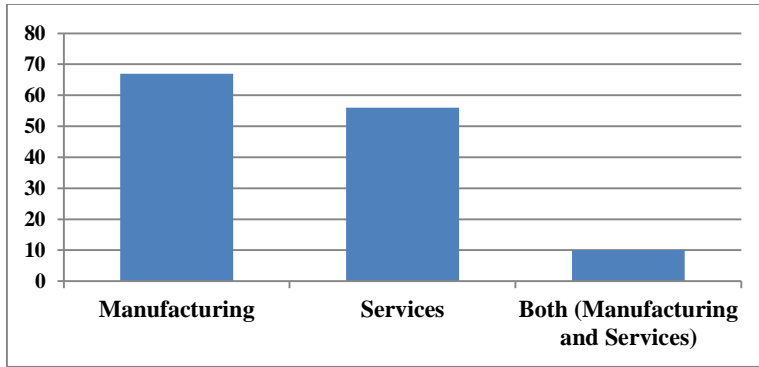
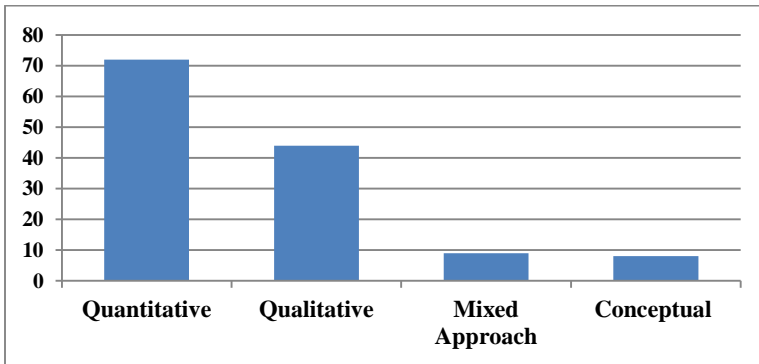


Figure 2: On the Basis of Sector/Industries

3.2.3 On the Basis of Research Approach/Methodology

This section evaluates nature of methodologies used in Green HRM research including research approach such as qualitative, quantitative, mixed approaches and the others are the conceptual publications. Various methodological gaps were identified through the evaluation of methodologies used in the GHRM publications that can be explored in future research. According to the gathered data, 72 papers were quantitative studies (54.13%), followed by the Qualitative studies 44 (33.08%) and 09 (6.76%) publications used the mixed approach and the remaining 08 (6.01%) were conceptual. Among the quantitative studies conducted, the data collection method was used primarily through questionnaires and those with qualitative studies; case study approach was used mostly.



3.2.4 On the Basis of Level

In terms of level of analysis, most of the studies were conducted on the organizational level i.e. 82 publications (61.65%) and 51 publications (38.34%) on the individual level. The figures clearly depicting a gap which can be cover in future by considering the other levels within an organization.

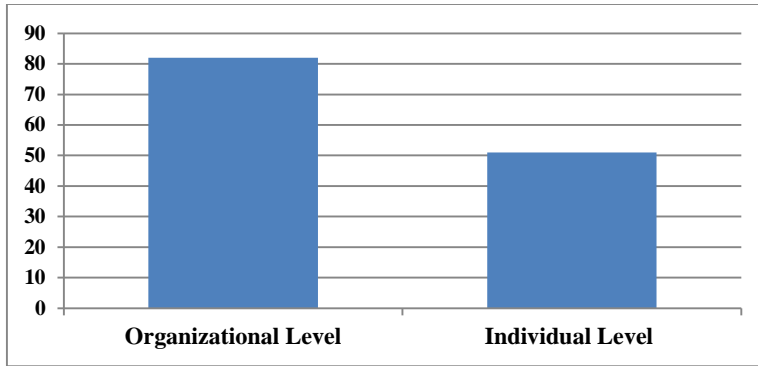


Figure 4: On the Basis of Level

3.2.5 On the Basis of Research Population/Respondents

The population examined in most of the studies were managers and executives of organization with 27 (20.3%) publications each (Mohd-Yusoff Yusliza et al., 2017). Also, 35 of the studies used employees of the organization only (26.31%), 3 studies used academic staff (2.25%), 6 used students (4.511%), and 08 collected data from HR specialists and professionals (6.01%) (Yong & Yusoff, 2016). The remaining population of the studies included IT Professional, Purchasing manager/procurement manager, Manufacturing manager, plant level manager, Owner CEO, Professional/Supply Chain (SC) professional, Nurses, Pilots, Supervisor, ceramic experts, Experts of footwear industry, experts of SC industry, senior managers and environmental management representatives (manager)/environmental experts.

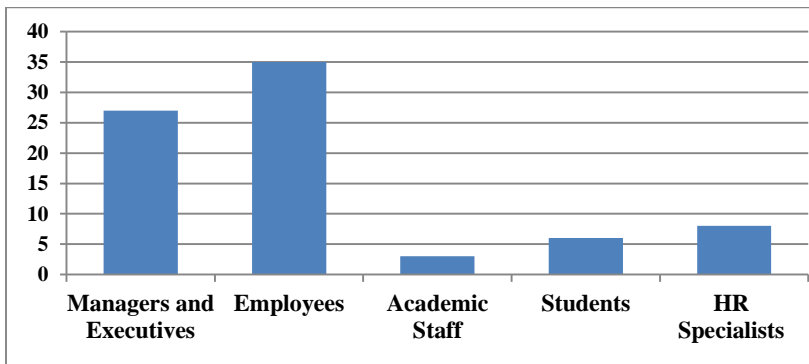


Figure 5: On the Basis of Respondents

3.2.6 On the Basis of Types of Variable

On the basis of collected data in the field of GHRM, out of 70 quantitative studies conducted, 56 studies (72.1%) used GHRM as an independent variable including both GHRM as collective variable and different dimensions of GHRM. GHRM used as an Outcome (dependent) variable was used in 07 (8.77%) studies. The interesting thing observed in the data collection was that, GHRM has been used as a mediating variable in

only 06 studies and most interestingly, as a moderator, it has been used in only 01 study (Donohue & Torugsa, 2016).

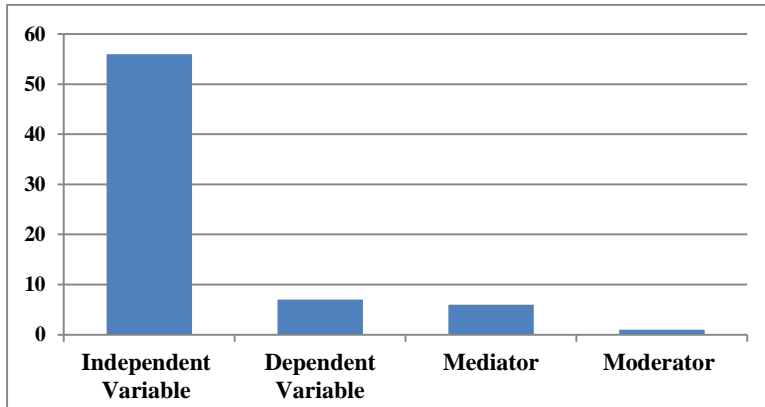


Figure 6: On the Basis of Type of Variable

3.2.7 On the Basis of GHRM Practices Application

This part of the research is based on the analyzed results of the application of GHRM practices on employees and in organizations. Based on the results of, among the 64 papers with research frameworks provided in which GHRM selected for this analysis, In total, 44 publications (68.75%) explored the role of GHRM by using a general construct (Amrutha & Geetha, 2020) measured the impact of GHRM on sustainability with the mediating effect of EGB (Employee Green Behavior) by applying the complete construct instead of independent green practices. The remaining studies used the individual dimensions of GHRM for example, Green recruitment (Castellini, 2019), Green training (Cabral & Dhar, 2019). There is still a major gap for further studies on the role of GHRM application for employees as well as organizational level with many individual dimensions of GHRM are still under researched. When considering the individual dimensions of GHRM, mostly Green training has been used along with green recruitment in few studies. Green Performance appraisal and green rewards were least used in the studies as individual dimensions of GHRM.

4. SUMMARY, EMERGING GAPS AND RECOMMENDATIONS

This phase of the study includes analysis of results and addressing the future gaps for recommending the future research. This review has been conducted to highlight the following research questions:

- R1: What have been published till date in terms of contexts (sectors and geographical locations, methodologies and type of variable) are the most researched and which are the least researched?
- R2: What are the research gaps to would guide the future directions for studies on GHRM?

4.1 Result of Focus Point 1- On the Basis of Countries and Continents

This portion of the research highlights the opportunities for the future scholars for the application of GHRM in multi- country context. So far, a very few cross country studies has been conducted in the field of GHRM. Moreover, a comparative analysis between developing and developed countries is necessary for better understanding of GHRM practices (Pham, Hoang & Phan, 2019).

Furthermore, the analysis indicates that scholars have paid more attention to GHRM works in Asia, Europe and America but least Oceania and Africa. So, future studies should be conducted in mentioned continents to further explore the GHRM practices which will result in better insight of the field among different countries and continent (N. Pham et al., 2019).

Recommendations

Recommendation 1: Further studies should compare the GHRM practices in different national contexts for the better understanding and results of it.

Recommendation 2: Moreover, the future studies should consider the continents like Asia, Europe, America, Oceania and Africa.

4.2 Result of Focus Point 2- On the Basis of Industry/ Sector

This portion of the study highlights the different sectors which were considered by different researchers in the field of GHRM. Among different industries, manufacturing industry is the most commonly studied industry in most of the publications, followed by the service sector. A very few empirical work has done on multi- sectors by considering the manufacturing and service sectors both together. Industry plays an important moderating role in influencing the GHRM applications and its contribution in the organization (Ren et al., 2018). Hence, we suggest for the future researchers to study the multi- sectors for the comprehensive understanding of GHRM implementation.

Recommendation 2: It is recommended that, further studies should compare the GHRM applications in different sectors; especially the cross- sector analysis should be conducted.

4.3 Result of Focus Point 3- On the Basis of Methodology

The studies on GHRM have been done using different types of methodologies including conceptual, quantitative, qualitative and mixed methods. However, it has been analyzed that qualitative and mix- method studies have been lacking in the extant literature. Adding to it, the techniques like interview, experimental techniques and case study has also been under considered (N. T. Pham et al., 2019). Due to wider applications and complexity of the GHRM applications, qualitative study is recommended for future studies to be conducted for better and comprehensive understanding of the field. Moreover, it will update the existing literature in terms of methodologies used (N. T. Pham et al., 2019).

Recommendation 3: Further studies should apply qualitative methods and mixed-methods approach.

4.4 Result of Focus Point 4- On the Basis of Level

In terms of the level of analysis most of studies were conducted on organizational level and individual level with 82 and 53 publications respectively. The other levels (team-level, multi-levels, societal levels) were in scarcity in the publications which can be a major area of consideration for the future researches. Researchers can combine organizational and individual levels of analysis by using multi-level analysis for further and better research opportunities in the field (Shafaei et al., 2020).

Recommendation 4: Further studies are recommended to consider the different levels including, team levels, societal levels and multi- level research.

4.5 Result of Focus Point 5- On the Basis Population/ Respondents

From this half of the study it is concluded that the most of the studies used multiple participants. However, mostly used managers and employees as participants creates biasness in the results Many of the population were under researched or ignored till date which can be considered for future studies in order to study the different uncovered fields. Future research is recommended to collect data from multiple respondents' perspectives, which can increase reliability of the studies (Chavez, Yu, Sadiq Jajja, Lecuna & Fynes, 2020). Moreover, the owners and directors of the organizations should also be considered as a respondent for the future studies as there is only study which considered directors as respondents(Donohue & Torugsa, 2016).

Recommendation 5: Future research needs to consider other population including Pilots and Doctors and directors to cover the industries like Medical and Aviation Industry respectively.

4.6 Result of Focus Point 6- On the Type of Variable

Most of the studies used GHRM as an independent variable, followed by dependent and mediator. The point to be considered during the analysis of results showed that GHRM as a moderator is used in one study. Hence, it has opened a new dimension for future studies in which GHRM as a whole and dimension wise can be studied to check the impact. Future researchers are also recommended to consider GHRM practices as mediators and moderators for better insights into the nature of relationships. (Chaudhary, 2019)

Recommendation 6: Future research needs to apply GHRM (dimensions) as a moderator and mediator.

4.7 Result of Focus Point 7- On the Basis of GHRM Practices Application

Recommendations- GHRM Application for Employees

The harmonious passion of employees for the environment was studied but the effect of obsessive passion for the same was ignored (Gilal et al., 2019). Thus, a major issue was unaddressed in the literature that can be considered by the future researchers.

Thus, an issue that was not addressed in this study was whether obsessive passion for the environment can also play a mediating role in the present settings.

Recommendation 7: Academic researchers should consider the obsessive passion for the environment by the employees to link between the GHRM practices and environmental performance.

Recommendation 8: Future researches should consider the individual variables such as self-efficacy and organizational factors such as supervisory support behaviors for the long-term environmental management (Ansari, Farrukh & Raza, 2021).

Recommendation 9: Further studies should consider the non-green work attitudes of the employees which is still under considered and not sufficiently investigated so far. Such studies will add to the GHRM literature and contribute to the employee organizational green outcomes (Hameed et al., 2020).

Recommendations-GHRM Application in Organization

GHRM practices potentially contribute to different aspects of the sustainability of the organization namely people, planet and profit. However, the area of social sustainability still under covered, leaving it the weakest pillar of sustainability but at the same time opening new dimensions for the future researches.

Recommendation 10: Empirical studies should be conducted to check the impacts on organizational sustainability with variables such as employee green behavior and government interventions as mediator and moderators (Amrutha & Geetha, 2020).

Recommendation 11: Future studies should also focus on topics such as GHRM and CSR especially in service industry. Adding to it, OCG should also be considered with GHRM as fewer studies has been conducted in the mentioned context (Guerci, Decramer, Van Waeyenberg & Aust, 2019).

Recommendation 12: The socio-economic factors are under addressed such as culture and the role institutions like UN and other public institutions could be influential for the future studies (Guerci et al., 2019).

Recommendation 13: The financial aspect (outcome) is also one of those areas in the field of GHRM who's impact is under researched so far. So, it is recommended for the future researchers to explore this aspect (Guerci et al., 2019).

Recommendation 14: Last but not the least, the individual dimensions of GHRM practices such as green reward and green performance appraisal must be consider for future studies on overall organizational performance (Pham et al., 2019).

5. CONCLUSION

The current study aimed to identify research gaps in the field of GHRM through systematical literature review method. Total 133 publications were reviewed found from seven reputable databases as mentioned in Table 1. The research findings suggest that there is a need of more empirical studies in contextual, methodological and other contexts such as levels, respondents and the type of variable in the field of GHRM. This review has a unique importance for researchers in GHRM by identifying research gaps and recommending suggestions for the future researches. It is the first research which has taken into account all the available publications which has not been considered by the prior

systematic researches because of the boundaries set by their research questions and objectives. This study presents valuable and worth noting point of departure for those who are Linked with GHRM domain, as well as valuable insight for those already working in this space.

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