Green Human Resource Management and Employee Green Behavior: An Integrative Literature Review Through the AMO Lens

Julaila, Kiki Farida Ferine, Sri Rahayu

Abstract

Achieving the Sustainable Development Goals (SDGs) requires organizations to translate environmental commitments into the everyday conduct of their employees. Green human resource management (GHRM) has been proposed as a key lever for this purpose, yet recent evidence on how and when it shapes employee green behavior remains scattered across sectors, theories, and countries, including Indonesia. This article aims to synthesize that evidence through the ability, motivation, and opportunity (AMO) lens. An integrative literature review was conducted on 22 open-access, peer-reviewed studies published between 2022 and 2026, comprising eight review-type studies, seven international empirical studies, and seven Indonesian empirical studies. The studies were coded for context, method, mechanisms, boundary conditions, and outcomes, and then synthesized thematically. The synthesis shows that GHRM is consistently associated with employee green behavior, mainly through indirect pathways: cognitive mechanisms such as environmental knowledge, awareness, and green mindfulness; affective relational mechanisms such as green psychological climate and environmental commitment; and agentic mechanisms such as green work engagement and empowerment. Motivation, and opportunity-enhancing practices appear to carry more weight than recruitment, while leadership, green culture, individual green values, and incentive systems condition the effects. Indonesian studies are concentrated in manufacturing and hospitality and rely mostly on cross-sectional PLS-SEM designs. The article proposes an AMO-based framework with three pathways and a research agenda, and suggests that managers design GHRM as a coherent bundle supported by leadership and meaningful green rewards.

***Keywords**:* green human resource management; employee green behavior; AMO theory; sustainable development goals; integrative literature review

Julaila[1]
[1]Master of Management Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail: Julaiilaa01@gmail.com [1]

Kiki Farida Ferine[2], Sri Rahayu[3]
[2,3]Master of Management Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail: kikifarida@dosen.pancabudi.ac.id [2], srirahayu@dosen.pancabudi.ac.id [3]
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Introduction

Ten years after the adoption of the 2030 Agenda, progress toward the Sustainable Development Goals (SDGs) remains uneven. The United Nations reports that only about 35 percent of SDG targets are on track or moving moderately, while nearly half are progressing too slowly and around 18 percent have regressed [1]. Goals related to decent work and economic growth (SDG 8), responsible consumption and production (SDG 12), and climate action (SDG 13) depend heavily on how organizations operate. Corporate environmental policies, however, produce results only when employees act on them in their daily work, for example by saving energy, reducing waste, and proposing cleaner ways of working. Employee green behavior is therefore widely regarded as an important micro-foundation of organizational sustainability [2], [3].

Green human resource management (GHRM) has emerged as a strategic response to this challenge. GHRM integrates environmental objectives into core human resource practices such as recruitment and selection, training and development, performance management, compensation and rewards, and employee involvement [4], [5]. Recent reviews suggest that these practices are linked to employee green attitudes, green behavior, and organizational environmental performance [6], [7]. Despite this growing body of work, the literature remains fragmented. Definitions and measurement instruments of GHRM vary widely [8], the mechanisms linking GHRM to behavior are usually tested one at a time, and findings on individual practices are not always consistent [9].

These issues are particularly relevant for Indonesia. Indonesian studies published in the last few years have examined GHRM in manufacturing, hospitality, small enterprises, and mixed public–private samples [10], [14]. Their results are encouraging but not uniform. For example, green motivation did not mediate the effect of GHRM on voluntary green behavior in one national sample [15], and in a hotel setting only employee green involvement had a significant effect on green behavior [12]. Such mixed findings have rarely been integrated with international evidence into a single explanatory framework.

The ability, motivation, and opportunity (AMO) framework offers a useful lens for this integration, because it explains employee performance as a function of ability, motivation, and opportunity, each of which can be shaped by human resource practices [9], [16]. Recent reviews have applied AMO to classify GHRM practices [8] or to examine a single mechanism, the green psychological climate [9]. They have not yet linked practice bundles to the wider set of cognitive, affective, and motivational mechanisms and boundary conditions reported in empirical studies, nor have they integrated Indonesian evidence. This article addresses that gap through an integrative literature review of open-access studies published between 2022 and 2026. It addresses three questions: (1) how recent literature conceptualizes GHRM and employee green behavior; (2) through which mechanisms and under which conditions GHRM is associated with employee green behavior; and (3) what framework and research agenda can be derived from this evidence, particularly for the Indonesian context.

Literature Review

2.1 Green Human Resource Management

GHRM refers to human resource policies and practices that develop, motivate, and involve employees in support of an organization’s environmental goals. Systematic reviews identify a relatively stable core of practices: green recruitment and selection, green training and development, green performance management, green compensation and rewards, and green employee involvement [4], [5]. Faisal’s synthesis adds employee empowerment and employee relations, and notes that definitions and measurement scales differ considerably in their number of dimensions and items [8]. Chowdhury et al. further show that green training and development has received the most research attention, whereas green compensation and rewards has been studied the least [5]. Implementation guidance commonly includes adding environmental criteria to job descriptions and interviews, providing green training, linking rewards and

promotion to green actions, and incorporating environmental standards into performance reviews, all of which require visible support from top management [4].

2.2 Employee Green Behavior

Employee green behavior refers to employees' actions at work that contribute to environmental sustainability. The literature distinguishes task-related or in-role green behavior, which is part of formal job requirements, from voluntary or extra-role green behavior, such as green organizational citizenship behavior [15], [17], [18]. More recent studies also examine green innovative work behavior, in which employees generate and implement environmentally friendly ideas [11], [13]. A meta-analysis of 135 independent samples with more than 47,000 employees found that employee green behavior is positively associated with pro-environmental attitudes, corporate social responsibility, and green psychological climate [2]. A bibliometric-content analysis of 275 articles indexed in Web of Science from 2012 to 2023 shows that research on employee green behavior has spread across management, economics, psychology, sociology, and law, with most studies focusing on its antecedents [3].

2.3 AMO Theory as an Integrating Lens

The AMO framework holds that employee performance depends on ability (knowledge and skills), motivation (willingness to perform), and opportunity (the chance to participate and contribute). Applied to GHRM, green recruitment, selection, and training are usually treated as ability-enhancing practices; green performance management and rewards as motivation-enhancing practices; and green involvement and empowerment as opportunity-enhancing practices [8], [9]. Empirical studies grounded in AMO have linked GHRM to pro-environmental behavior in the hospitality sector [16], to green organizational citizenship behavior in hotels [17], to the environmental performance of small and medium enterprises (SMEs) through green employee empowerment [19], and to employee green behavior in heavy process industry [10]. San Román-Niaves et al. argue that combining the three dimensions in an integrated system produces a stronger sustainability-oriented climate than isolated practices [9]. This bundle logic provides the theoretical basis for the framework developed in this article.

Research Methodology

3.1 Research Design

This study uses a qualitative, literature-based design in the form of an integrative literature review. Literature reviews can stand as independent studies when they synthesize a body of work and contribute a framework or a research agenda [20]. The review followed the general decision steps recommended for literature reviews in management research, namely defining the research questions, specifying the characteristics of eligible studies, retrieving and selecting the literature, synthesizing it, and reporting the results [21]. No primary data were collected; the unit of analysis is the published study.

3.2 Data Sources and Search Strategy

The data consist of secondary sources in the form of journal articles. Literature was retrieved in November 2026 from the Crossref metadata service, open-access publisher platforms (MDPI, Frontiers, PLOS, Springer Open, Taylor & Francis Open Access, and Dove Medical Press), and Indonesian journal portals built on Open Journal Systems, supported by general academic web searches. The search strings combined "green human resource management", "green HRM", or "GHRM" with "employee green behavior", "pro-environmental behavior", "green psychological climate", or "AMO". To locate national publications, the same terms were combined with "Indonesia" and "jurnal". The eligibility criteria are summarized in Table 1.

Table 1. Eligibility Criteria for the Literature

Criterion	Inclusion	Exclusion
Publication period	January 2022 to the search date (November 2026)	Published before 2022
Document type	Peer-reviewed journal articles: empirical studies, systematic or scoping reviews, meta-analyses, and bibliometric reviews	Theses, conference abstracts, book chapters, editorials, and corrections
Access	Open-access full text with a DOI or a stable URL	Paywalled or unavailable full text
Language	English or Indonesian	Other languages
Topic	GHRM examined in relation to employee green behavior, its mechanisms, or its organizational outcomes	GHRM mentioned only as background
Reporting	Clear method and reported results	Unclear method or retracted article

3.3 Selection, Data Extraction, and Synthesis

Titles and abstracts were screened first, followed by a full-text reading of potentially relevant articles. The selection was purposive: priority was given to studies that offered a distinct mechanism, a distinct context, or a review-level synthesis, and Indonesian studies were deliberately included to capture the national context. In total, 22 studies were retained. For each study, the following data were extracted into a synthesis matrix: author and year, country and sector, sample size, design and analytical technique, GHRM dimensions, mediating and moderating variables, and main findings. Where the abstract and the results section of an article did not agree, the reported structural results were used, and the inconsistency was noted as part of the quality appraisal.

The synthesis proceeded in four steps. First, the findings were coded descriptively by context, method, and variables. Second, mediators and moderators were grouped into themes. Third, these themes were mapped onto the AMO dimensions to build the integrative framework. Fourth, the gaps identified during coding were translated into a research agenda. The overall stages are shown in Figure 1. Because the sample was purposive and restricted to open-access sources, the review does not claim to be exhaustive; it aims at theoretical integration.

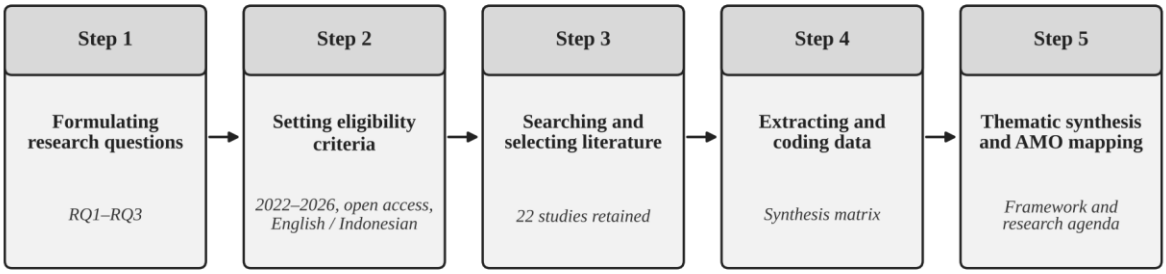


Figure 1. Stages of the Integrative Literature Review

Results and Discussion

4.1 Profile of the Reviewed Literature

The 22 studies comprise eight review-type studies (six systematic, scoping, or literature reviews, one meta-analysis, and one bibliometric-content analysis), seven international empirical studies, and seven Indonesian empirical studies. Six studies were published in 2022, four in 2023, four in 2024, five in 2025, and three in 2026. All 14 empirical studies used quantitative survey designs. Eleven of them analyzed the data with structural equation modeling, nine with partial least squares (PLS-SEM) and two with covariance-based SEM, while the remaining three relied on regression-based analyses. The empirical settings were manufacturing (five studies), hospitality (three), SMEs (two), multinational corporations (one), and multi-sector samples (three). Only one Indonesian study explicitly included government

employees, who formed about 30 percent of its sample [14]. Table 2 summarizes the empirical studies.

Table 2. Synthesis of the Empirical Studies Reviewed

No.	Study	Context and sample	Mediator / moderator	Main finding
1	Chen & Wu (2022) [22]	China; four ISO 14001-certified firms; n = 296; two-wave survey	Green mindfulness (Med); green transformational leadership, green self-efficacy (Mod)	GHRM increased green behavior directly and through green mindfulness; both moderators strengthened the effects
2	Kim (2022) [17]	South Korea; LEED-certified hotels; n = 379; AMO	Green awareness and green psychological climate (Med)	GHRM predicted green OCB, partly through green awareness and climate
3	Li et al. (2023) [18]	Employees of multinational corporations	Psychological green climate (Med); spiritual leadership (Mod)	GHRM increased in-role green behavior via climate; spiritual leadership moderated the climate–behavior link
4	Kuo et al. (2022) [23]	Pakistan; chemical industry; n = 500	Green innovation (Med)	All four GHRM practices improved green innovation, which raised environmental performance
5	Fang et al. (2022) [24]	Malaysia; manufacturing firms; n = 290	Green innovation and green culture (Med)	GHRM improved environmental performance; green innovation partially mediated the effect
6	Iftikar et al. (2022) [16]	Pakistan; hospitality; n = 205; AMO	Green entrepreneurship (Med); green self-efficacy (Mod)	GHRM increased pro-environmental behavior; mediator and moderator both significant
7	Sarfo et al. (2024) [19]	Ghana; SMEs in six sectors; n = 320; AMO and RBV	Green employee empowerment (Med)	GHRM practices improved environmental performance through empowerment
8	Sanjaya & Edastama (2025) [15]	Indonesia; organizations with eco-friendly practices; n = 178	Green motivation, environmental belief, green organizational identity (Med)	Green motivation did not mediate; environmental belief and identity did
9	Setyawasih et al. (2026) [11]	Indonesia (Karawang); automotive manufacturing; n = 100	Environmental awareness and green innovative work behavior (serial Med)	Significant partial serial mediation; about 72% of green behavior explained
10	Wijayanti & Azzuhri (2024) [12]	Indonesia; hotel employees; n = 51	Green transformational leadership (predictor)	Only green involvement had a significant effect; recruitment, training, and leadership did not
11	Muchsinati et al. (2025) [25]	Indonesia (Batam); two manufacturing firms; n = 200	Knowledge management (Med)	GHRM strongly predicted individual green behavior; the knowledge-management path was not significant
12	Dirjo (2025) [13]	Indonesia (Central Kalimantan); rattan-craft SMEs; n = 114	Green work engagement (Med)	GHRM affected green innovative work behavior only through engagement (full mediation)
13	Kusumah et al. (2026) [10]	Indonesia (Riau); pulp and paper industry; n = 380; AMO	Green psychological climate → environmental commitment (sequential Med)	GHRM affected green behavior directly and through the climate–commitment chain
14	Jesajas et al. (2026) [14]	Indonesia (West Kalimantan); private and public sectors; n = 277	Environmental knowledge (Med)	GHRM affected green behavior directly and partly through environmental knowledge

Note: Med = mediator; Mod = moderator; OCB = organizational citizenship behavior; RBV = resource-based view; SMEs = small and medium enterprises.

4.2 How Recent Literature Conceptualizes GHRM and Employee Green Behavior

The reviews agree that GHRM is best understood as a set of interrelated practices rather than a single policy. Five practices recur across the reviewed studies: green recruitment and selection, green training and development, green performance management, green compensation and rewards, and green employee involvement [4], [5]. However, there is still no shared definition or standard measurement instrument; existing scales differ in the number of dimensions and items, which makes comparison across studies difficult [8]. Most empirical studies in this review measured GHRM through employee or manager reports collected in a single survey, although one Indonesian study modeled GHRM as a formative higher-order construct with five dimensions [10].

Employee green behavior is conceptualized in three main forms. The first is task-related or in-role green behavior, which is required by the job [15], [18]. The second is voluntary green behavior, including green organizational citizenship behavior, which goes beyond formal duties [15], [17]. The third, which has gained attention more recently, is green innovative work behavior, in which employees create and apply environmentally friendly ideas [11], [13]. At the review level, GHRM is generally associated with positive outcomes such as green attitudes, green behavior, and environmental performance, whereas its links with employee and client satisfaction remain under-researched [6]. Several studies extend the outcome chain to the organizational level and show that GHRM improves environmental performance through green innovation [23], [24] or green employee empowerment [19].

4.3 Mechanisms Linking GHRM to Employee Green Behavior

The synthesis indicates that GHRM rarely affects employee green behavior through a single direct path. Most studies report indirect effects, and in some cases the indirect path carries the whole effect. The mechanisms can be grouped into three families.

The first family is cognitive. GHRM appears to work partly by changing what employees know and notice about the environment. In West Kalimantan, environmental knowledge partially mediated the effect of GHRM on employee green behavior among private- and public-sector employees [14]. In the automotive industry in Karawang, GHRM had its strongest effect on environmental awareness, which in turn encouraged green innovative work behavior and green behavior through a significant serial pathway [11]. In China, GHRM practices raised employees' green mindfulness, which carried their effect to green behavior [22], while green awareness partly mediated the effect of GHRM on green organizational citizenship behavior in South Korean hotels [17]. Knowledge alone, however, is not always sufficient. In two manufacturing firms in Batam, GHRM strongly predicted individual green behavior, but the path through knowledge management was not significant [25]. This suggests that information has to be internalized as awareness or attention before it shapes behavior.

The second family is affective–relational. Here, GHRM shapes how employees perceive the organization's environmental priorities and how they relate to them. Green psychological climate is the most frequently tested mediator. A meta-analysis found that employee green behavior is positively associated with green psychological climate [2], and a scoping review concluded that this climate is a key channel through which GHRM practices are translated into voluntary green behavior and environmental performance [9]. Empirical studies support this channel among employees of multinational corporations [18] and hotel employees [17]. The most detailed Indonesian evidence comes from a pulp and paper complex in Riau, where GHRM strengthened green psychological climate, climate strengthened environmental commitment, and commitment was the closest predictor of employee green behavior; about one-third of the total effect of GHRM ran through this sequence [10]. In a national sample, environmental belief and green organizational identity also mediated the effects of GHRM on voluntary and task-related green behavior, respectively [15].

The third family is agentic, reflecting employees' energy and sense of control to act. Among small rattan-craft enterprises in Central Kalimantan, GHRM did not directly affect

green innovative work behavior; its effect was fully transmitted through green work engagement [13]. In Ghanaian SMEs, green employee empowerment mediated the effect of GHRM practices on environmental performance [19], and in the Pakistani hospitality sector, green entrepreneurship mediated the effect of GHRM on pro-environmental behavior [16]. A noteworthy counter-finding comes from Indonesia: although GHRM strongly increased green motivation, green motivation neither predicted voluntary green behavior nor mediated the effect of GHRM. The authors attribute this result to weak incentive and reward systems in many Indonesian firms [15]. Motivation that is not backed by meaningful consequences may therefore fail to turn into action.

4.4 The Relative Weight of Ability, Motivation, and Opportunity Practices

The evidence also suggests that GHRM practices do not carry equal weight. In the scoping review by San Román-Niaves et al., green pay and rewards and green performance management showed the strongest links with green psychological climate, green training showed a smaller effect, and green recruitment showed no significant effect [9]. In an Indonesian hotel, employee green involvement was the only practice with a significant effect on green behavior, whereas green recruitment and selection, green training and development, and green transformational leadership were not significant [12]. Opportunity-related mechanisms, such as empowerment and engagement, also emerged as strong mediators in SME settings [13], [19].

These findings point to a paradox. Green compensation and rewards appears to be among the most influential practices, yet it is the least studied, while green training and development has received the most attention [5]. Ability-enhancing practices are therefore likely to be necessary but not sufficient: training builds knowledge and skills, but employees act on them only when they are motivated by consistent appraisal and rewards and when they have real opportunities to participate. This interpretation is consistent with the view that an integrated AMO system produces a stronger sustainability-oriented climate than isolated practices [9]. Because several Indonesian samples were small and context-specific, this pattern should be treated as a tentative conclusion that requires further testing.

4.5 Boundary Conditions

The strength of the GHRM–behavior link depends on several conditions. Leadership is the most frequently examined. Green transformational leadership strengthened the effect of GHRM on green mindfulness and green behavior in China [22], and spiritual leadership moderated the link between psychological green climate and in-role green behavior in multinational corporations [18]. The scoping review also identified ethical leadership, green culture, environmental sensitivity, and age as factors that shape the strength of these effects [9]. At the individual level, green self-efficacy strengthened the path from green mindfulness to green behavior [22] and moderated the GHRM–pro-environmental behavior relationship in hospitality [16].

Organizational conditions matter as well. Murillo-Ramos et al. show that the effects of GHRM depend on top management support, employees' ecological awareness and values, organizational structure, resource availability, and industry context, and they identify obstacles such as greenwashing, limited funding, and rigid bureaucratic structures [7]. These obstacles are relevant to Indonesian organizations, particularly public institutions with formal and hierarchical procedures, where GHRM may be adopted symbolically rather than built into appraisal and reward systems. The non-significant role of green motivation in the Indonesian sample discussed above [15] illustrates how weak incentive systems can limit the impact of otherwise well-designed practices.

4.6 Integrative AMO-Based Framework

Building on the synthesis, this article proposes the framework presented in Figure 2. Contextual drivers, such as regulation and stakeholder pressure, a sustainability strategy, and top management support, encourage organizations to adopt GHRM [4], [7]. GHRM is conceptualized as a bundle of ability-, motivation-, and opportunity-enhancing practices, and each part of the bundle is expected to work mainly through a different family of mechanisms.

Pathway A links ability-enhancing practices to cognitive mechanisms such as environmental knowledge, awareness, and mindfulness. Pathway B links motivation-enhancing practices to affective–relational mechanisms such as green psychological climate, environmental commitment, and organizational identity. Pathway C links opportunity-enhancing practices to agentic mechanisms such as green work engagement, felt empowerment, and green entrepreneurship. These pathways describe dominant tendencies rather than exclusive channels; in practice, the mechanisms reinforce one another, as shown by the serial and sequential mediation found in Indonesian studies [10], [11].

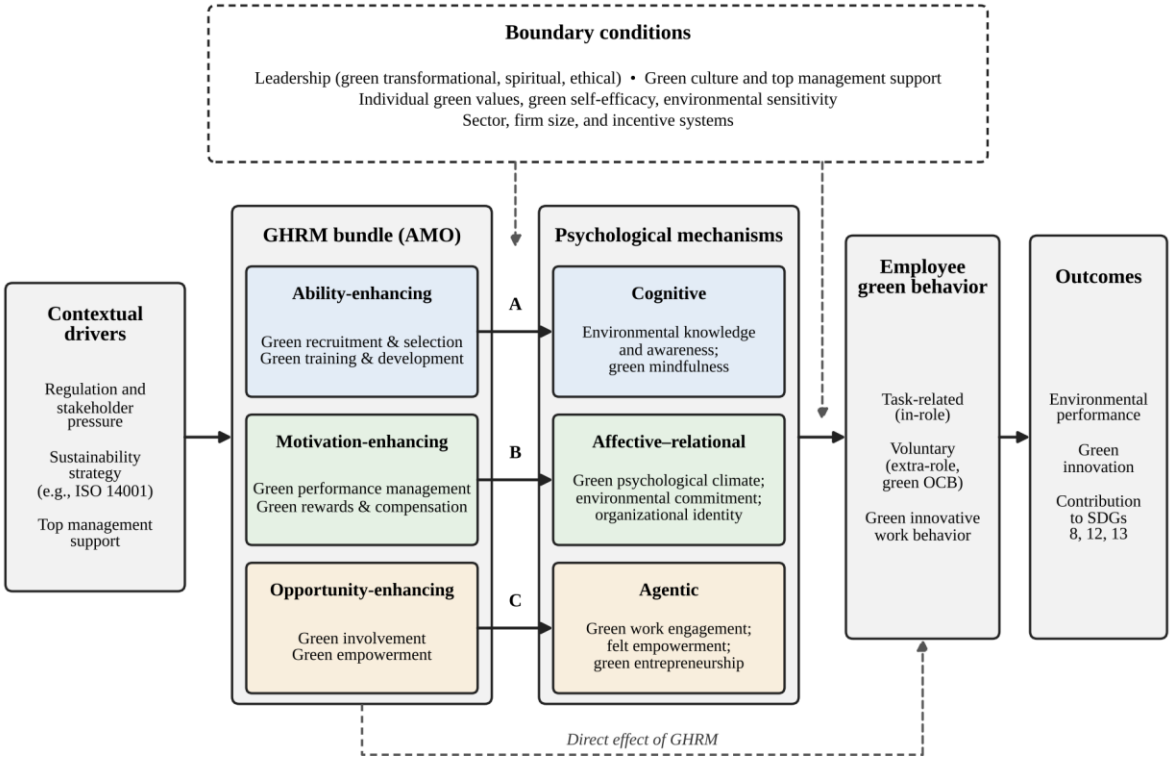


Figure 2. Integrative AMO-Based Framework Linking GHRM and Employee Green Behavior

The mechanisms lead to three forms of employee green behavior: task-related, voluntary, and innovative. These behaviors support environmental performance and green innovation [19], [23], [24] and, through them, contribute to SDG 12 and SDG 13 as well as to sustainable workplaces under SDG 8. A direct effect of GHRM on behavior is retained in the framework because several studies found that it remains significant alongside the indirect paths [10], [11], [14]. Boundary conditions, including leadership, green culture, individual green values and self-efficacy, and the sector, firm size, and incentive system, influence both the translation of practices into mechanisms and the translation of mechanisms into behavior.

The framework makes three contributions. First, it moves the use of AMO beyond the classification of practices by linking each AMO dimension to a specific family of mechanisms. Second, it helps explain the inconsistent findings in the literature: practices that build only ability, or motivation without real consequences, are unlikely to change behavior unless the other dimensions are also present. Third, it brings Indonesian evidence into the international discussion and highlights local constraints, such as weak incentive systems and the dominance of manufacturing and hospitality samples, which have received little attention so far.

4.7 Research Agenda

The gaps identified in the synthesis are summarized in Table 3 under four dimensions: theory, context, constructs and measurement, and methods.

Table 3. Agenda for Future Research

Dimension	Gap identified	Suggested direction
Theory	AMO is used mainly to classify practices; mechanisms are tested one at a time	Test pathway-specific mediation (Pathways A, B, and C) and configurations of AMO bundles
Context	Indonesian evidence is concentrated in manufacturing and hospitality; the public sector is rarely examined [14]	Study civil servants and regional governments, banking, health care, and SMEs; compare regions and ownership types
Constructs and measurement	GHRM scales vary widely [8]; green rewards are understudied [5]; forms of green behavior are often mixed	Validate a GHRM scale for Indonesia; measure in-role, voluntary, and innovative green behavior separately; examine reward design
Methods	Cross-sectional, single-source surveys dominate; some articles report results inconsistently	Use multi-wave, multi-source, and multilevel designs, supervisor-rated green behavior, mixed methods, and transparent reporting

Of these priorities, the public sector deserves particular attention in Indonesia. Government agencies are large employers and are expected to lead SDG implementation, yet only one study in this review included civil servants, and only as part of a mixed sample [14]. Studies of regional government agencies, including their personnel management bodies, could examine whether GHRM can be built into merit-based career systems, performance appraisals, and training programs for civil servants. Banking is another sector that previous reviews have identified as underexplored [7].

Conclusion

This integrative review synthesized 22 open-access studies published between 2022 and 2026 to explain how and when green human resource management shapes employee green behavior. Three conclusions emerge. First, GHRM is consistently associated with employee green behavior, but mainly through indirect pathways. These pathways can be grouped into cognitive mechanisms (environmental knowledge, awareness, and mindfulness), affective–relational mechanisms (green psychological climate, environmental commitment, and identity), and agentic mechanisms (green work engagement, empowerment, and green entrepreneurship). Second, the practices do not carry equal weight: motivation- and opportunity-enhancing practices appear more influential than recruitment, although green rewards remain the least studied practice. Third, the effects depend on leadership, green culture, individual green values and self-efficacy, and organizational conditions such as top management support and incentive systems. These findings are integrated into an AMO-based framework with three pathways and a four-dimension research agenda.

For managers, the findings suggest that GHRM should be designed as a coherent bundle rather than as separate programs. Green training should be followed by green indicators in performance appraisal, rewards that recognize green contributions, and participation channels such as green teams and suggestion schemes. Leaders should be prepared to model and communicate environmental priorities, because their behavior shapes the green climate in which employees work. For Indonesian organizations, including government agencies, linking GHRM to SDG-related targets and to existing performance systems may help prevent green policies from remaining symbolic.

This review has several limitations. The studies were selected purposively and limited to open-access articles in English and Indonesian, so relevant studies behind paywalls may have been excluded. The synthesis is qualitative and does not estimate effect sizes. In addition, most of the reviewed empirical studies are cross-sectional and rely on self-reported data. Future studies are encouraged to test the proposed pathways empirically, preferably with longitudinal and multi-source designs in under-researched Indonesian sectors.

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