

Advances in Human Resource Management Research

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Implementation of Green Human Resource Management (GHRM) Toward A Sustainable Green Hospital: Bibliometric Mapping and Systematic Literature Review

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KEYWORDS	ABSTRACT
Keywords: Green Human Resource Management; Sustainable Green Hospital; Organizational Sustainability; Bibliometric Analysis; Systematic Literature Review. Conflict of Interest Statement: The author(s) declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest. Copyright © 2025 AHRMR. All rights reserved.	Purpose: This study examines the development of Green Human Resource Management (GHRM) research and its contribution to Sustainable Green Hospital implementation, organizational sustainability, and sustainability-oriented employee behavior. It maps research trends and thematic structures, identifies relevant theories and GHRM practices, and explores managerial implications and future research directions. Research Design and Methodology: The study employed Bibliometric Analysis and a Systematic Literature Review following the PRISMA protocol. Articles were collected from Google Scholar, ScienceDirect, and Wiley Online Library using keywords related to GHRM, Sustainable HRM, Green Hospitals, and organizational sustainability. Thirty eligible articles were analyzed using VOSviewer and thematic synthesis. Findings and Discussion: GHRM publications have increased substantially. Dominant themes include organizational sustainability, environmental performance, employee green behavior, and sustainable HRM. The main theoretical foundations are Resource-Based View, Ability-Motivation-Opportunity Theory, Stakeholder Theory, and Sustainable HRM Theory. Green recruitment, training, performance appraisal, compensation, and employee participation were identified as key practices supporting Sustainable Green Hospitals. However, integrated research on GHRM and Sustainable Green Hospitals remains limited. Implications: Hospitals should integrate environmental objectives into HR policies, workforce development, and organizational culture. Future research should examine healthcare-specific contexts, longitudinal designs, green culture, environmental leadership, digital transformation, and employee green behavior.

Introduction

Organizations worldwide are increasingly confronted with environmental challenges, climate change pressures, and sustainability demands, requiring the integration of environmental objectives into business strategies. In response to these challenges, sustainability has evolved from a peripheral corporate responsibility issue into a strategic management priority that influences organizational competitiveness and long-term performance. Within this context, Human Resource Management (HRM) plays a critical role in shaping employee capabilities, behaviors, and organizational culture that

support sustainability goals. Consequently, Green Human Resource Management (GHRM) has emerged as a strategic approach that incorporates environmental considerations into core HR functions, including recruitment and selection, training and development, performance appraisal, compensation, rewards, and employee involvement (Benevene & Buonomo, 2020; Zebua, 2026). From a Resource-Based View (RBV) perspective, environmentally oriented human resources are valuable, rare, and difficult to imitate organizational assets that can create sustainable competitive advantages and enhance environmental performance.

The strategic importance of GHRM has become increasingly evident in healthcare organizations, particularly hospitals, which are characterized by intensive resource consumption, high energy utilization, significant waste generation, and complex operational processes. The concept of Green Hospital has emerged as a comprehensive framework to reduce environmental impacts while maintaining the quality and efficiency of healthcare services (Nadira Kesya, 2026). However, the successful implementation of Green Hospital initiatives extends beyond technological innovations and environmentally friendly infrastructure. Sustainable transformation in hospitals requires employees with environmental awareness, green competencies, and a commitment to sustainable practices. Therefore, the effectiveness of Green Hospital initiatives largely depends on how human resource management systems are designed to encourage pro-environmental attitudes and behaviors among healthcare professionals. This argument aligns with the Ability-Motivation-Opportunity (AMO) Theory, which suggests that organizational performance can be enhanced when employees possess the necessary abilities, are motivated to perform, and are provided with opportunities to contribute to organizational objectives. Within this framework, GHRM serves as a strategic mechanism for developing green competencies, fostering environmental commitment, and creating opportunities for employees to participate in sustainability initiatives.

Recent studies have demonstrated the significant contribution of GHRM to organizational sustainability and environmental performance. Al-Sabi et al. (2024) found that GHRM practices positively influence environmental performance through employee job satisfaction and pro-environmental behavior. Similarly, Khan and Faisal (2023) concluded that GHRM has become a key driver of organizational sustainability by strengthening environmental management capabilities and encouraging environmentally responsible employee behavior. Furthermore, Alves et al. (2025), Aslam et al. (2025), and Ojokuku et al. (2025) emphasized that GHRM contributes to sustainable organizational performance by integrating environmental objectives into strategic HR practices. These findings indicate that environmental sustainability can no longer be separated from human resource management strategies, as employees constitute the primary agents responsible for implementing organizational sustainability agendas.

In the Indonesian context, studies have reported positive outcomes from GHRM implementation across various sectors. Research conducted in manufacturing, logistics, financial services, and public organizations has shown that GHRM enhances sustainability performance, organizational effectiveness, and environmental responsibility (Dewi et al., 2023; Permata et al., 2024; Zainal et al., 2024; Harefa, 2026). Moreover, Sa'adah and Soepatini demonstrated that GHRM positively affects organizational sustainability through mediating variables such as meaningful work, employee job satisfaction, and green job performance. These findings reinforce the argument that GHRM is not merely an environmental management tool but also a strategic human resource management approach that strengthens organizational capabilities and long-term sustainability.

The growing scholarly interest in GHRM is reflected in the increasing number of systematic literature reviews and bibliometric studies published in recent years. Benevene and Buonomo (2020) provided one of the earliest evidence-based systematic reviews highlighting the evolution of GHRM research and its implications for sustainable organizations. Fachada et al. (2022) conducted a bibliometric analysis to identify major intellectual structures, influential authors, and emerging themes in the GHRM literature. Subsequently, Xie and Lau (2023) expanded this body of knowledge by synthesizing evidence-based GHRM studies and proposing future research directions. More recently, Iswardhani et al. (2026) mapped GHRM publications from 2021 to 2025 and revealed a rapid increase in studies examining the relationship between green HR practices and organizational sustainability.

Collectively, these studies indicate that GHRM has become a prominent research stream within strategic human resource management and sustainability management.

Despite these advances, several limitations remain in the existing literature. First, most GHRM studies have concentrated on manufacturing firms, service industries, logistics organizations, educational institutions, and public sector agencies, while research focusing on healthcare organizations remains relatively limited. Second, existing studies on Green Hospital implementation primarily emphasize environmental management systems, waste management, green infrastructure, and operational sustainability, often overlooking the strategic role of human resource management in facilitating organizational transformation toward sustainability (Nadira Kesya, 2026). Consequently, the human resource dimension of Green Hospital initiatives remains underexplored.

Furthermore, Azizah and Alim (2026) conducted a systematic literature review on GHRM within Green Hospital implementation and identified various impacts, supporting factors, and implementation barriers. However, their study did not comprehensively examine the field's intellectual structure, research evolution, collaboration networks, and thematic development. Similarly, Kailay and Paposa (2024) highlighted the importance of Sustainable Human Resource Management in hospitals but acknowledged the limited integration between sustainability-oriented HRM frameworks and Green Hospital initiatives. As a result, there remains insufficient understanding of how GHRM contributes strategically to sustainable hospital development and of how the knowledge structure of this emerging research domain has evolved.

From a theoretical perspective, a significant gap also exists. Current bibliometric studies predominantly investigate GHRM in general organizational settings without specifically addressing healthcare institutions. Conversely, Green Hospital studies tend to focus on environmental and operational dimensions rather than strategic human resource management perspectives. Consequently, limited attention has been paid to integrating the Resource-Based View, AMO Theory, Stakeholder Theory, and Sustainable HRM frameworks to explain how green HR practices contribute to sustainable hospital performance. This gap hinders the development of a comprehensive theoretical understanding of the mechanisms through which GHRM supports organizational sustainability in healthcare settings.

Addressing these gaps, this study aims to investigate the implementation of Green Human Resource Management toward Sustainable Green Hospitals through a combination of bibliometric mapping and a systematic literature review. Specifically, this research seeks to answer the following questions: (1) How has the scholarly literature on GHRM and Sustainable Green Hospitals evolved over time? (2) Who are the most influential authors, institutions, journals, and countries contributing to this research domain? (3) What are the dominant research themes, intellectual structures, and emerging trends within the literature? Moreover, (4) How do GHRM practices contribute to sustainable hospital development and organizational sustainability? The novelty of this study lies in its integration of bibliometric analysis and systematic literature review to specifically examine the intersection between GHRM and Sustainable Green Hospital research. Unlike previous studies that focus solely on GHRM or Green Hospital concepts, this study provides a comprehensive, management-oriented knowledge map, synthesizes theoretical and empirical evidence, identifies future research directions, and offers strategic implications for hospital managers seeking to strengthen sustainability performance through human resource management practices.

Literature Review

Green Human Resource Management as a Strategic Human Resource Management Approach

Green Human Resource Management (GHRM) has emerged as one of the most significant developments within Strategic Human Resource Management (SHRM). Unlike conventional HRM practices that primarily focus on workforce productivity and organizational efficiency, GHRM integrates environmental objectives into human resource policies and practices. According to Zebua (2026), GHRM encompasses green recruitment, green training and development, green performance appraisal, green compensation, and employee participation aimed at promoting environmentally responsible behavior. Similarly, Benevene and Buonomo (2020) define GHRM as a systematic process

through which organizations align human resource management functions with environmental sustainability goals.

From a management perspective, GHRM represents a strategic mechanism that transforms employees into agents of environmental change. The Resource-Based View (RBV) argues that organizations achieve sustainable competitive advantages through valuable, rare, inimitable, and non-substitutable resources. Human resources possessing environmental knowledge, green competencies, and sustainability-oriented behaviors constitute such strategic assets. Therefore, GHRM enables organizations to develop internal capabilities that support both environmental performance and long-term organizational sustainability. Several empirical studies support this argument. Al-Sabi et al. (2024) found that GHRM significantly enhances environmental performance through increased employee satisfaction and pro-environmental behavior. Similarly, Khan and Faisal (2023) concluded that GHRM contributes to organizational sustainability by strengthening organizational capabilities and promoting environmentally responsible practices. Research conducted in Indonesia by Permata et al. (2024), Zainal et al. (2024), and Dewi et al. (2023) also demonstrates that green HR practices positively influence sustainability outcomes across various industries. Despite these findings, most studies have focused on manufacturing and service organizations, with limited attention given to healthcare institutions. Consequently, further investigation is required to understand how strategic HR practices contribute to sustainability transformation within hospital settings.

Sustainable Human Resource Management and Organizational Sustainability

The concept of Sustainable Human Resource Management (Sustainable HRM) extends beyond traditional HR functions by emphasizing the long-term development of human capital while balancing economic, social, and environmental objectives. According to Halawa et al. (2025) and Buulolo et al. (2025), Sustainable HRM focuses on creating organizational systems that simultaneously maintain employee well-being, organizational performance, and environmental responsibility. Theoretically, Sustainable HRM is closely associated with Stakeholder Theory, which argues that organizations must create value not only for shareholders but also for employees, customers, communities, regulators, and future generations. In this context, sustainability-oriented HR practices become critical instruments for balancing organizational performance with environmental and social responsibilities.

Previous studies indicate that organizations implementing sustainable HR practices experience higher employee engagement, stronger organizational commitment, and improved sustainability performance. Sahputra et al. (2025) identified Sustainable HRM as a critical determinant of long-term organizational resilience. Likewise, Alves et al. (2025) and Aslam et al. (2025) emphasized that sustainability-oriented HR strategies strengthen organizational adaptability and competitiveness in increasingly complex environments. However, current research predominantly focuses on business organizations and manufacturing industries. The application of Sustainable HRM principles within healthcare institutions remains underexplored despite the growing demand for sustainable healthcare systems worldwide.

Green Hospital and Sustainability-Oriented Hospital Management

The Green Hospital concept is a strategic management approach that aims to minimize environmental impacts while maintaining healthcare quality and operational effectiveness. Green Hospitals emphasize energy efficiency, waste reduction, sustainable procurement, water conservation, and environmentally responsible healthcare delivery (Nadira Kesya, 2026). Although technological innovations and environmental management systems are essential components of Green Hospital initiatives, organizational transformation cannot be achieved without human resource support. Hospital employees are responsible for implementing sustainability policies, complying with environmental procedures, and integrating green practices into daily operations. Consequently, sustainability-oriented hospital management requires the active involvement of human resources through appropriate managerial systems.

Azizah and Alim (2026) found that successful Green Hospital implementation depends on employee awareness, leadership commitment, organizational culture, and environmental competencies. Similarly, Kailay and Paposa (2024) argued that sustainable healthcare organizations require HRM

systems that foster sustainability-oriented behaviors among healthcare professionals. Nevertheless, existing Green Hospital studies tend to focus on operational and environmental dimensions while paying limited attention to strategic HRM mechanisms. This creates a theoretical and empirical gap concerning how GHRM contributes to sustainable hospital development. Conclude this section by summarizing how the literature review and hypotheses align with your research aims, emphasizing the study's potential contributions to theory, practice, or policy. Therefore, based on this relationship, the hypothesis proposed in this study is as follows:

- H1:** Green Human Resource Management practices positively contribute to the development of Sustainable Green Hospitals.
- H2:** Green Human Resource Management practices positively influence organizational sustainability performance.
- H3:** Sustainable Human Resource Management strengthens the implementation of Sustainable Green Hospital practices.

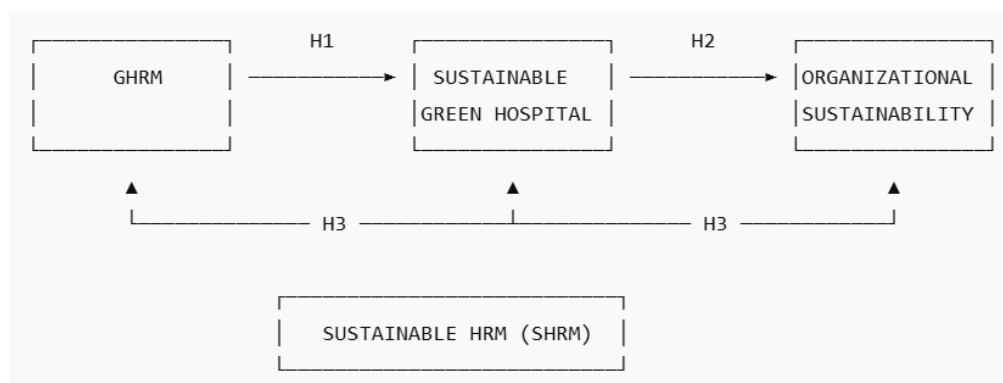


Figure 1. Conceptual Framework
 Source: Process Data, 2025

Research Design and Methodology

This study employed a combined Systematic Literature Review (SLR) and bibliometric analysis to comprehensively examine the development of research on Green Human Resource Management (GHRM) and its contribution to the implementation of Sustainable Green Hospitals. The integration of these two methods allows for both quantitative mapping of the scientific literature and qualitative synthesis of existing knowledge, thereby providing a comprehensive understanding of the intellectual structure, thematic evolution, and managerial implications of the research domain.

The study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, which consists of four stages: identification, screening, eligibility, and inclusion. The bibliometric analysis and SLR procedures were conducted simultaneously because both methods share similar stages, including determining research objectives, formulating research questions, developing search strategies, collecting datasets, and conducting data analysis. This integrated approach enables the identification of publication trends, influential authors, collaboration networks, dominant research themes, and emerging directions while simultaneously synthesizing theoretical and empirical findings relevant to GHRM and sustainable hospital management.

The entire review process was conducted systematically according to a predefined research design. The procedures established during the planning stage guided the review's implementation to ensure transparency, replicability, and methodological rigor. Considering the rapid development of sustainability and green management research, a six-year publication period (2020-2025) was considered sufficient to capture recent developments and emerging trends in the field.

The dataset was collected from the Scopus database, which is widely recognized as one of the most comprehensive sources of peer-reviewed scientific literature. The search process consisted of several stages: (1) accessing the Scopus database; (2) entering predefined search keywords in the title, abstract, and keyword fields; (3) restricting document types to articles and review papers; and (4)

limiting the publication period to studies published between 2020 and 2025. The search strategy was designed to capture studies related to Green Human Resource Management, Sustainable Human Resource Management, organizational sustainability, Green Hospital, and healthcare sustainability.

The search string used in this study was ("green human resource management" OR "GHRM" OR "green HRM" OR "sustainable human resource management" OR "sustainable HRM") AND ("green hospital" OR "sustainable hospital" OR "hospital sustainability" OR "healthcare sustainability" OR "sustainable healthcare") AND ("organizational sustainability" OR "environmental sustainability" OR "sustainable performance")

The bibliometric analysis was performed using VOSviewer software to visualize scientific networks and identify the intellectual structure of the research field. Several bibliometric indicators were examined, including publication trends, citation analysis, co-authorship networks, country collaboration networks, source analysis, keyword co-occurrence, and thematic clustering. The visualization results enabled the identification of dominant research streams, influential contributors, and emerging topics within the GHRM and Sustainable Green Hospital literature.

Following the bibliometric mapping stage, a systematic literature review was conducted to synthesize empirical findings, theoretical perspectives, and managerial implications. The eligibility assessment evaluated article relevance, research quality, conceptual alignment with the study objectives, and the accessibility of full-text publications. Articles that focused exclusively on environmental management without discussing human resource management dimensions were excluded from the final analysis. The remaining studies were analyzed through thematic synthesis to identify recurring concepts, theoretical foundations, implementation strategies, barriers, outcomes, and future research opportunities.

To guide the review process, the study was designed to answer three primary research questions:

- RQ1:** How can the development of research on Green Human Resource Management (GHRM) and the implementation of Sustainable Green Hospitals be mapped through a bibliometric analysis using VOSviewer?
- RQ2:** What theoretical perspectives, managerial approaches, and human resource management practices are used to explain GHRM's contribution to Sustainable Green Hospital development and organizational sustainability?
- RQ3:** What managerial implications and future research directions can be identified from the systematic review regarding the implementation of GHRM in supporting sustainable hospital management, environmental performance, employee green behavior, and long-term organizational sustainability?

The systematic synthesis examined several analytical dimensions, including the evolution of GHRM research; dominant theoretical frameworks (Resource-Based View, Ability-Motivation-Opportunity Theory, Stakeholder Theory, and Sustainable HRM Theory); green HR practices; sustainability outcomes; hospital management implications; and future research opportunities. Through the integration of bibliometric analysis and systematic literature review, this study provides a comprehensive understanding of how strategic human resource management contributes to sustainable hospital transformation and organizational sustainability.

Meanwhile, the next step is document screening or extraction, applying the inclusion and exclusion criteria established in the previous identification stage. At this stage, all articles and reviews are extracted (screened) to determine the data suitable for SLR analysis. The selection criteria are presented in Table 1.

Table 1. Inclusion and Exclusion Criteria

No.	Inclusion Criteria	Exclusion Criteria
1	Articles written in English and Indonesian	58 articles written in English and Indonesian
2	Articles that were not in accordance with the criteria (no keywords in the title, abstract, or keywords)	78 articles that were not in English or Indonesian
3	Duplicated	7 articles that were duplicated

Data extraction using the exclusion criteria described above yielded 143 articles. The articles were then assessed for eligibility. The collected data will be evaluated using the following quality assessment criteria:

- Was the article published in a journal listed in Google Scholar, ScienceDirect, PubMed, or Wiley Online Library between 2020 and 2025?
- Does the article cover the concept of The Role of Green Human Resource Management (GHRM) Toward A Sustainable Green Hospital?

If the questions are answered correctly, the article passes the quality assessment for eligibility.

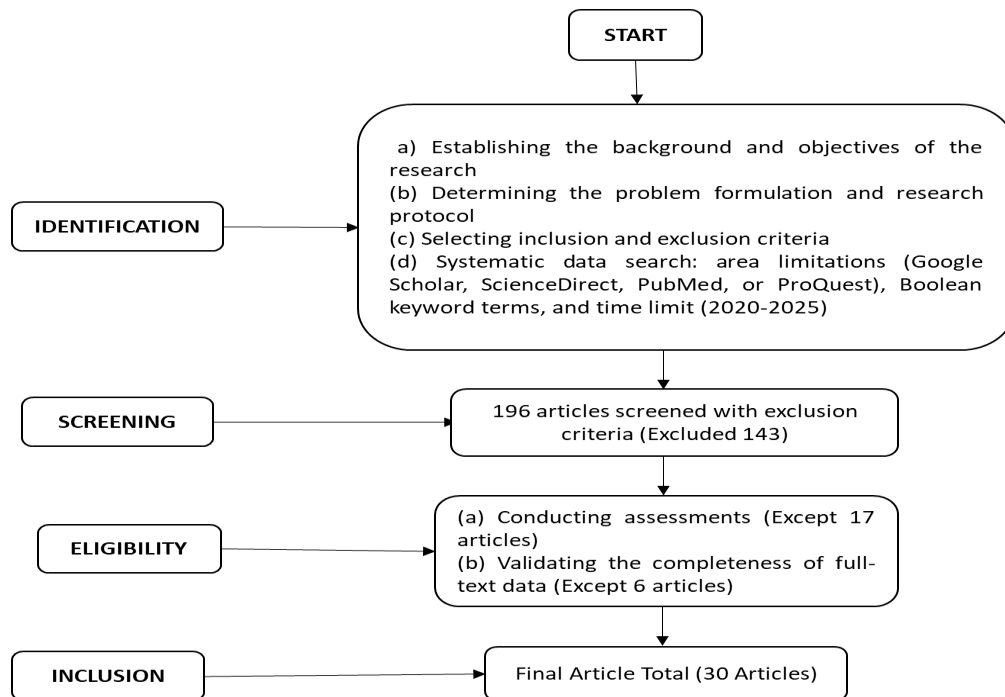


Figure 2. The Flowchart
Source: Process Data, (2025)

The flowchart in Figure 1 summarizes the details of the SLR and bibliometric analysis in the following steps: (1) Identification of articles based on keywords. Systematic data search in Google Scholar and journal articles from 2020 to 2025 (2) in screening; 196 articles were extracted using exclusion criteria. A total of 143 articles were excluded, and 53 articles proceeded to the next level; (3) in terms of eligibility, the articles had to be validated and complete, and (4) finally, 30 articles in full text that were eligible for Systematic Literature analysis were included, and their content was reviewed manually. Data synthesis continued with the extraction of article data corresponding to the Research Questions (RQs), organized thematically.

Findings and Discussion

Findings

RQ1: The Development Of Research On Green Human Resource Management (GHRM) And Sustainable Green Hospital Implementation Can Be Mapped Through Bibliometric Analysis Using Vosviewer

The bibliometric analysis reveals a significant increase in scholarly attention toward Green Human Resource Management (GHRM) and sustainability-oriented organizational practices during the 2020-2025 period. This trend indicates that environmental sustainability has evolved from a peripheral organizational concern into a strategic management issue that directly influences organizational performance, competitiveness, and long-term sustainability. The increasing volume of publications

demonstrates a growing recognition among scholars and practitioners that sustainability objectives cannot be achieved solely through technological innovation or environmental policies but require the active involvement of human resources as strategic organizational assets. Consequently, GHRM has emerged as an important research stream within Strategic Human Resource Management (SHRM), emphasizing the integration of environmental objectives into workforce management systems.

The analysis of publication trends further indicates an evolution in the focus of GHRM research. Earlier studies predominantly concentrated on conceptualizing green HR practices such as green recruitment, green training, green performance appraisal, and green compensation. However, recent publications increasingly investigate how these practices contribute to broader organizational outcomes, including environmental performance, organizational sustainability, employee engagement, and sustainable competitive advantage. This shift reflects the maturation of the field from an operational perspective toward a strategic management perspective. Rather than viewing GHRM as a collection of environmentally friendly HR activities, contemporary studies increasingly position it as a strategic capability that enables organizations to achieve sustainability objectives through the effective management of human capital.

The keyword co-occurrence analysis identified several dominant thematic clusters that illustrate the intellectual structure of the field. The first cluster centers on Green Human Resource Management and employee-related outcomes, including green employee behavior, organizational commitment, environmental awareness, and green competencies. The second cluster focuses on organizational sustainability, environmental performance, and sustainable development. The third cluster encompasses Sustainable Human Resource Management, corporate sustainability, stakeholder management, and organizational resilience. The emergence of these interconnected clusters suggests that researchers increasingly view sustainability challenges through a management lens, where organizational success depends on the alignment of human resource systems, organizational culture, and sustainability strategies.

From a management perspective, the clustering results indicate a significant paradigm shift in the role of human resource management. Traditional HRM was primarily designed to improve employee productivity and organizational efficiency. In contrast, contemporary GHRM research emphasizes the strategic role of HRM in developing organizational capabilities that support sustainability transformation. This finding is consistent with the Resource-Based View (RBV), which argues that sustainable competitive advantage is generated through unique organizational resources and capabilities. The bibliometric evidence suggests that environmentally oriented human capital, green competencies, and sustainability-focused organizational cultures are increasingly recognized as strategic resources that enable organizations to respond effectively to environmental challenges and stakeholder expectations.

Another important finding concerns the growing integration of GHRM with broader sustainability management frameworks. The bibliometric mapping shows strong relationships among keywords such as organizational sustainability, environmental performance, stakeholder management, sustainable HRM, and green innovation. This indicates that GHRM is no longer studied in isolation but rather as a critical component of integrated sustainability management systems. The findings support previous studies suggesting that sustainability performance is enhanced when environmental objectives are embedded within organizational structures, leadership practices, and human resource policies. Therefore, the role of HRM extends beyond workforce administration to become a strategic mechanism for facilitating organizational change and sustainability-oriented transformation.

The analysis also demonstrates that employee green behavior has become one of the most influential themes within the literature. This trend reflects increasing recognition that organizational sustainability ultimately depends on employee actions and behavioral commitment. Consistent with the Ability-Motivation-Opportunity (AMO) framework, the literature suggests that organizations can strengthen sustainability performance by developing employees' environmental competencies, increasing motivation through reward systems, and creating opportunities for participation in environmental initiatives. As a result, sustainability is increasingly viewed as a human resource management challenge rather than solely an environmental management issue. This finding highlights

the importance of designing HR systems that foster pro-environmental behavior and sustainability-oriented organizational cultures.

Despite the substantial growth of GHRM research, the bibliometric analysis reveals an uneven distribution of research contexts. Most studies are concentrated in manufacturing industries, service organizations, logistics companies, educational institutions, and public-sector organizations. In contrast, healthcare organizations remain relatively underrepresented within the GHRM literature. This finding is noteworthy because hospitals are among the most complex and resource-intensive organizations, requiring substantial human resource involvement to achieve sustainability objectives. Hospital sustainability depends not only on environmental technologies and infrastructure but also on employee behavior, professional commitment, organizational culture, and managerial effectiveness. Nevertheless, these dimensions have received limited attention within existing GHRM studies.

The thematic mapping further indicates that research on Green Hospitals and research on GHRM have largely evolved as separate streams of inquiry. Studies on Green Hospitals tend to focus on environmental management systems, waste management, energy efficiency, green infrastructure, and operational sustainability. Conversely, GHRM studies primarily examine employee behavior, organizational sustainability, and environmental performance across general organizational settings. The limited integration between these research streams suggests that the strategic role of human resource management in supporting Green Hospital transformation remains insufficiently explored. This gap represents a significant opportunity for future research, as the success of Sustainable Green Hospital initiatives depends heavily on hospital management's ability to align human resource practices with sustainability objectives.

The bibliometric findings also reveal an evolution in theoretical perspectives used within the field. While early studies largely focused on environmental management concepts, recent research increasingly incorporates theories from strategic management and organizational behavior, including Resource-Based View (RBV), Stakeholder Theory, Ability-Motivation-Opportunity (AMO) Theory, and Sustainable Human Resource Management Theory. This theoretical diversification indicates that the field has matured conceptually and is increasingly capable of explaining the mechanisms through which GHRM contributes to organizational sustainability. More importantly, it reflects growing scholarly recognition that sustainability outcomes are not merely operational achievements but are closely linked to organizational capabilities, leadership commitment, employee engagement, and strategic human resource management.

Overall, the bibliometric analysis demonstrates that GHRM research has evolved into a multidisciplinary and strategically oriented field that connects human resource management, sustainability management, and organizational performance. The increasing emphasis on organizational sustainability, employee green behavior, and strategic capability development indicates a clear shift from operational environmental practices toward sustainability-oriented management systems. At the same time, the limited integration between GHRM and Sustainable Green Hospital research highlights an important theoretical and empirical gap. This gap provides strong justification for the present study. It underscores the need for further investigation into how strategic human resource management practices can support sustainable hospital transformation and long-term organizational sustainability. Such understanding is particularly relevant for hospital managers seeking to balance healthcare service excellence, environmental responsibility, and sustainable organizational performance in an increasingly complex and competitive environment.

RQ2: Theoretical Perspectives, Managerial Approaches, And Human Resource Management Practices Are Used To Explain The Contribution Of GHRM Toward Sustainable Green Hospital Development And Organizational Sustainability

The systematic review found that the contribution of Green Human Resource Management (GHRM) to Sustainable Green Hospital development and organizational sustainability is predominantly explained by four major theoretical perspectives: Resource-Based View (RBV), Ability-Motivation-Opportunity (AMO) Theory, Stakeholder Theory, and Sustainable Human Resource Management (Sustainable HRM) Theory. These theories collectively explain how environmental sustainability

objectives can be integrated into strategic human resource management practices to create long-term organizational value.

The thematic analysis revealed that the Resource-Based View (RBV) is the most frequently utilized theoretical foundation in GHRM studies. This perspective emphasizes that organizational competitiveness and sustainability are determined by the organization's ability to develop valuable, rare, inimitable, and non-substitutable resources. In the context of Green Hospitals, human resources possessing environmental competencies, green knowledge, and sustainability-oriented behaviors constitute strategic organizational assets. Studies by Benevene and Buonomo (2020), Khan and Faisal (2023), and Alves et al. (2025) consistently indicate that GHRM contributes to organizational sustainability by fostering green human capital that supports environmental performance and strategic organizational transformation. The findings suggest that hospitals implementing green recruitment, green training, and sustainability-oriented performance management are better positioned to achieve long-term sustainability goals because employees become active contributors to environmental initiatives rather than passive recipients of policy.

Another dominant theoretical perspective identified in the literature is the Ability-Motivation-Opportunity (AMO) Theory. This framework explains that employee performance is influenced by their abilities, motivation, and opportunities to participate in organizational activities. Within the GHRM context, green recruitment and environmental training enhance employees' abilities, green compensation and rewards increase motivation, while employee participation programs create opportunities for involvement in sustainability initiatives. Al-Sabi et al. (2024) found that GHRM practices significantly improve environmental performance through increased employee job satisfaction and pro-environmental behavior. Similar findings were reported by Fawehinmi et al. (2022), who highlighted the importance of green employee behavior as a mechanism linking GHRM practices and sustainability outcomes. These findings indicate that sustainable hospital transformation cannot be achieved solely through environmental technologies or infrastructure investments; rather, it requires employee engagement facilitated by strategically designed HRM systems.

The review further revealed the significant role of Stakeholder Theory in explaining the adoption of GHRM within healthcare organizations. Hospitals operate in a highly complex stakeholder environment that includes patients, healthcare professionals, government agencies, accreditation bodies, local communities, and environmental regulators. Consequently, sustainability initiatives are often driven by stakeholder expectations regarding environmental responsibility and healthcare quality. Research conducted by Halawa et al. (2025), Aslam et al. (2025), and Ojokuku et al. (2025) demonstrates that organizations increasingly utilize GHRM as a strategic response to stakeholder demands for sustainable business practices. In hospital settings, GHRM enables management to align employee behavior with environmental objectives while simultaneously maintaining service quality and patient satisfaction.

In addition to these theoretical perspectives, Sustainable Human Resource Management (Sustainable HRM) emerged as an important conceptual framework within the reviewed literature. Unlike traditional HRM approaches that prioritize productivity and efficiency, Sustainable HRM emphasizes long-term workforce development, employee well-being, organizational resilience, and environmental responsibility. Studies by Buulolo et al. (2025), Sahputra et al. (2025), and Kailay and Paposa (2024) indicate that sustainability-oriented HR strategies strengthen organizational adaptability and support the achievement of long-term sustainability objectives. Within Sustainable Green Hospitals, Sustainable HRM serves as an enabling mechanism to ensure environmental initiatives remain embedded in organizational culture and management systems.

The literature synthesis identified several managerial approaches that explain how GHRM contributes to the implementation of Sustainable Green Hospitals. The most prominent approach involves integrating environmental objectives into strategic human resource planning. Rather than treating sustainability as a separate operational initiative, hospitals increasingly incorporate environmental goals into organizational strategies, performance management systems, and leadership practices.

A recurring theme across the reviewed studies is the importance of leadership commitment and strategic alignment. Azizah and Alim (2026) found that successful Green Hospital implementation

requires strong managerial support, environmental leadership, and employee involvement. Similarly, Nadira Kesya (2026) emphasized that sustainability-oriented hospital management must integrate environmental objectives into decision-making processes, organizational culture, and human resource policies. These findings suggest that GHRM serves as a strategic management instrument, translating organizational sustainability objectives into employee-level actions and behaviors.

Another important managerial approach identified in the literature is the development of a green organizational culture. Several studies indicate that organizational culture acts as a mediating mechanism linking GHRM practices and sustainability outcomes. Hospitals that cultivate environmental awareness, sustainability values, and employee participation are more likely to achieve successful Green Hospital implementation. The review suggests that the development of green culture requires consistent communication, leadership support, employee empowerment, and sustainability-oriented performance evaluation systems.

The thematic synthesis identified five dominant GHRM practices that contribute significantly to the development of Sustainable Green Hospitals and organizational sustainability.

Green Recruitment and Selection emerged as one of the most frequently discussed practices. Organizations increasingly incorporate environmental criteria into recruitment processes to attract candidates with sustainability-oriented values and competencies. This practice enables hospitals to build a workforce capable of supporting environmental objectives from the initial stages of employment.

Green Training and Development was identified as a critical mechanism for enhancing employee environmental awareness and competencies. The reviewed studies consistently emphasize that environmental training improves employees' ability to implement sustainability initiatives, comply with environmental regulations, and participate in Green Hospital programs.

Green Performance Management and Appraisal represents another important HRM practice. Organizations increasingly include environmental indicators within employee performance evaluation systems. This approach ensures that sustainability objectives are incorporated into individual and departmental performance expectations, thereby increasing accountability for environmental outcomes.

Green Compensation and Reward Systems were also found to play a significant role in motivating environmentally responsible behavior. Studies reviewed in this research indicate that financial and non-financial incentives encourage employees to participate in sustainability initiatives and environmental improvement programs actively.

Finally, Employee Participation and Involvement emerged as a critical factor influencing sustainability performance. The literature consistently demonstrates that employee engagement in environmental decision-making processes strengthens organizational commitment to sustainability and facilitates the implementation of Green Hospital initiatives. Employees who are actively involved in sustainability programs are more likely to demonstrate pro-environmental behavior and contribute to organizational sustainability objectives.

The findings of this review suggest that GHRM should not be viewed merely as an environmental management tool but rather as a strategic human resource management approach that enables sustainable organizational transformation. The integration of RBV, AMO Theory, Stakeholder Theory, and Sustainable HRM Theory demonstrates that environmental sustainability is fundamentally dependent on organizational capabilities embedded within human resources and management systems.

The reviewed literature consistently shows that Sustainable Green Hospital development is not solely driven by technological innovation or environmental infrastructure. Instead, it depends on hospital management's ability to align human resource policies, employee behavior, organizational culture, and stakeholder expectations with sustainability objectives. Consequently, GHRM serves as a strategic bridge between sustainability-oriented hospital management and long-term organizational sustainability outcomes.

These findings contribute to the growing body of knowledge on strategic human resource management by highlighting the central role of GHRM in advancing Sustainable Green Hospital

development. Furthermore, they provide practical guidance for hospital managers seeking to strengthen sustainability performance through environmentally oriented HRM systems, employee engagement strategies, and sustainability-driven organizational cultures.

RQ3: Managerial Implications And Future Research Directions Can Be Identified From The Systematic Review Regarding The Implementation Of GHRM In Supporting Sustainable Hospital Management, Environmental Performance, Employee Green Behavior, And Long-Term Organizational Sustainability

The systematic review revealed that Green Human Resource Management (GHRM) has evolved from a supporting environmental initiative into a strategic management approach that significantly contributes to sustainable organizational development. Across the reviewed studies, a consistent finding is that the effectiveness of sustainability initiatives within healthcare organizations depends not only on technological innovation, environmental infrastructure, and operational efficiency but also on the organization's ability to manage its human resources strategically. The literature indicates that hospitals seeking to implement Sustainable Green Hospital practices must integrate environmental sustainability objectives into their human resource management systems to ensure long-term organizational transformation. Consequently, GHRM should be viewed as a strategic component of hospital management rather than a standalone environmental program.

One of the most important managerial implications identified in this review concerns the role of hospital leadership in promoting sustainability-oriented organizational culture. The findings suggest that successful Green Hospital implementation requires strong commitment from top management and the integration of sustainability principles into organizational vision, mission, and strategic objectives. Several studies emphasize that sustainability initiatives frequently fail when environmental goals are disconnected from managerial systems and employee performance expectations. Therefore, hospital leaders should actively communicate sustainability priorities, allocate resources for environmental initiatives, and establish accountability mechanisms that encourage employee participation in sustainability programs. This finding reinforces the argument that sustainability transformation is fundamentally a management issue rather than solely an operational or technical challenge.

The review further demonstrates that GHRM contributes to environmental performance by fostering employees' green behavior. The literature consistently identifies green recruitment, environmental training, sustainability-oriented performance appraisal, green compensation systems, and employee participation programs as the most influential HRM practices supporting environmental outcomes. Hospitals that recruit employees with environmental awareness and continuously develop green competencies are more likely to achieve effective waste management, resource conservation, and energy efficiency objectives. Furthermore, environmental training programs were found to enhance employee understanding of sustainability practices and strengthen their willingness to engage in environmentally responsible behavior. These findings indicate that environmental performance is not merely the result of organizational policies but emerges from the cumulative behavior of employees whose actions are shaped by HRM systems.

Another important managerial implication relates to employee engagement and organizational commitment. The reviewed studies suggest that employee green behavior is strengthened when sustainability initiatives are integrated into reward systems, career development opportunities, and performance evaluation mechanisms. Employees are more likely to support environmental programs when they perceive sustainability objectives as part of their professional responsibilities and organizational values. Consequently, hospital managers should move beyond compliance-oriented approaches and focus on fostering intrinsic motivation through participative management practices and sustainability-oriented organizational culture. This approach aligns with the Ability-Motivation-Opportunity (AMO) framework, which emphasizes enhancing employees' capabilities, motivation, and opportunities to contribute to organizational objectives. In practice, this means creating workplace environments in which sustainability is embedded in daily decision-making and professional routines.

The findings also reveal that GHRM contributes significantly to long-term organizational sustainability. Rather than focusing exclusively on environmental outcomes, sustainability-oriented

HRM practices generate broader organizational benefits, including improved organizational resilience, stronger stakeholder relationships, enhanced employer reputation, and increased adaptability to regulatory and environmental changes. Several studies reviewed in this research indicate that organizations implementing GHRM experience simultaneous improvements in employee satisfaction, organizational commitment, and sustainability performance. This suggests that sustainability should be understood as a multidimensional management objective encompassing environmental, social, and economic dimensions. For hospital managers, this finding highlights the importance of aligning sustainability strategies with broader organizational goals to ensure that environmental initiatives contribute to long-term organizational value creation.

Despite the growing body of literature supporting the strategic importance of GHRM, the review identified several gaps that provide opportunities for future research. First, existing studies remain heavily concentrated in manufacturing, industrial, and general service sectors, while empirical investigations within healthcare organizations remain relatively limited. Although interest in Sustainable Green Hospitals has increased in recent years, research examining the direct relationship between GHRM practices and hospital sustainability outcomes remains underdeveloped. Future studies should therefore focus on healthcare-specific contexts to better understand how environmental HRM practices influence hospital performance, patient outcomes, and sustainability achievements.

Second, the review found that most existing studies rely on cross-sectional research designs, limiting the ability to examine the long-term effects of GHRM implementation. Organizational sustainability is inherently a long-term phenomenon that develops gradually through continuous organizational learning and capability development. Future research should adopt longitudinal approaches to investigate how sustainability-oriented HRM practices influence organizational transformation over time. Such studies would provide deeper insights into the mechanisms through which GHRM contributes to sustained environmental and organizational performance.

Third, future research should further explore the mediating and moderating variables that explain the relationship between GHRM and sustainability outcomes. While previous studies frequently identify employee green behavior, job satisfaction, organizational commitment, and green organizational culture as important mediating factors, limited research has examined how these variables interact within healthcare settings. Additional investigation into leadership styles, digital transformation capabilities, environmental innovation, organizational resilience, and stakeholder engagement may provide a more comprehensive understanding of Sustainable Green Hospital development.

Another promising direction for future research involves integrating digital technologies with sustainability-oriented HRM practices. The increasing adoption of digital healthcare systems, artificial intelligence, electronic medical records, and smart hospital technologies presents new opportunities for supporting environmental sustainability initiatives. However, limited evidence currently exists regarding how digital transformation interacts with GHRM practices to influence organizational sustainability. Future studies could investigate how digital competencies, technology-enabled HR systems, and smart hospital innovations complement sustainability-oriented human resource management strategies.

Finally, the review highlights the need for greater theoretical integration within GHRM research. Although the Resource-Based View, Stakeholder Theory, Ability-Motivation-Opportunity Theory, and Sustainable HRM Theory have been widely used independently, relatively few studies combine these perspectives to explain sustainability outcomes comprehensively. Future research should develop integrated conceptual frameworks that capture the complex relationships among human resource management practices, employee behavior, environmental performance, and organizational sustainability. Such efforts would contribute to both theoretical advancement and practical understanding of how hospitals can successfully achieve sustainability objectives through strategic human resource management.

Overall, the findings of this systematic review demonstrate that GHRM is a critical strategic mechanism for supporting Sustainable Green Hospital development, enhancing environmental performance, fostering employee green behavior, and promoting long-term organizational sustainability. The managerial implications emphasize the necessity of integrating sustainability principles into HRM systems, organizational culture, and strategic decision-making processes. At the

same time, the identified research gaps provide valuable directions for future studies seeking to advance knowledge on sustainability-oriented human resource management within healthcare organizations. These insights contribute to the growing recognition that human resources are not only organizational assets but also essential drivers of sustainable transformation in modern healthcare institutions.

Discussion

The findings of this study demonstrate that Green Human Resource Management (GHRM) has evolved into a strategic management approach that plays a central role in supporting sustainable organizational development. The bibliometric analysis revealed a significant increase in publications related to GHRM, organizational sustainability, employee green behavior, and environmental performance between 2020 and 2025. This trend indicates that sustainability is no longer perceived solely as an environmental issue but has become an integral component of organizational strategy and human resource management. The growing scholarly attention to GHRM reflects a broader transformation in management thinking, in which organizational sustainability is understood as a function of organizational capabilities, employee engagement, and strategic leadership rather than merely technological or operational improvements.

The findings from RQ1 suggest that the intellectual structure of the field has undergone a notable shift from operational environmental management toward strategic sustainability management. Earlier studies primarily focused on the implementation of individual green HR practices such as recruitment, training, and performance appraisal. However, more recent studies emphasize the contribution of these practices to organizational sustainability, environmental performance, and competitive advantage. This evolution supports the Resource-Based View (RBV), which argues that sustainable competitive advantage originates from valuable organizational resources and capabilities. The current findings suggest that green competencies, environmental awareness, and sustainability-oriented employee behaviors constitute strategic organizational resources that can support long-term sustainability objectives. Therefore, the growing prominence of GHRM research can be interpreted as evidence that human resources are increasingly recognized as critical drivers of sustainability transformation.

Another important finding concerns the growing integration between GHRM and organizational sustainability. The thematic relationships identified through bibliometric mapping indicate that researchers increasingly associate green HR practices with broader organizational outcomes, including sustainability performance, organizational resilience, and stakeholder value creation. These findings are consistent with previous studies by Khan and Faisal, Alves et al., and Aslam et al., which concluded that sustainability-oriented HR practices contribute significantly to long-term organizational effectiveness. The present study extends these findings by demonstrating that the sustainability discourse within HRM research has become more strategic and multidimensional. Rather than focusing exclusively on environmental outcomes, recent studies increasingly emphasize the interconnected nature of environmental, social, and economic sustainability dimensions.

The findings from RQ2 further explain the mechanisms through which GHRM contributes to Sustainable Green Hospital development and organizational sustainability. The systematic review identified Resource-Based View (RBV), Ability-Motivation-Opportunity (AMO) Theory, Stakeholder Theory, and Sustainable Human Resource Management (Sustainable HRM) Theory as the dominant theoretical perspectives explaining this relationship. The integration of these theories provides a comprehensive explanation of why GHRM influences sustainability outcomes. RBV explains how green competencies become strategic organizational assets; AMO Theory clarifies how HR practices shape employee abilities, motivation, and participation; Stakeholder Theory highlights organizational responsibility toward environmental and social stakeholders; and Sustainable HRM Theory emphasizes long-term workforce development and organizational resilience. Collectively, these theoretical perspectives support the proposition that sustainability performance is largely determined by how organizations manage and develop their human resources.

The findings also demonstrate that employee green behavior represents one of the most important mechanisms linking GHRM and organizational sustainability. Across the reviewed studies, green

recruitment, environmental training, green performance appraisal, green compensation, and employee participation consistently emerged as key practices influencing environmental outcomes. This finding supports previous research conducted by Al-Sabi et al. (2024), which demonstrated that GHRM enhances environmental performance through employee job satisfaction and pro-environmental behavior. The current review reinforces this conclusion by showing that employee behavior functions as a critical intermediary between managerial systems and sustainability outcomes. Consequently, environmental sustainability should not be viewed merely as an operational objective but as a behavioral and managerial challenge requiring strategic human resource interventions.

A particularly significant finding of this study concerns the limited integration between GHRM research and Sustainable Green Hospital research. Although both research streams share common sustainability objectives, they have largely developed independently. Green Hospital studies predominantly focus on environmental management systems, energy efficiency, waste management, and sustainable infrastructure, whereas GHRM studies emphasize employee behavior, organizational sustainability, and strategic HR practices. This separation suggests that existing research has not fully acknowledged the strategic role of human resources in supporting hospital sustainability initiatives. The present study therefore contributes to the literature by proposing a more integrated perspective that positions GHRM as a critical enabler of Sustainable Green Hospital transformation. This argument is particularly relevant because hospitals are highly dependent on human resources, professional expertise, and organizational culture in achieving sustainability objectives.

The findings from RQ3 provide further evidence that GHRM generates significant managerial benefits beyond environmental performance. The reviewed literature indicates that sustainability-oriented HR practices contribute to organizational resilience, employee commitment, stakeholder trust, organizational reputation, and long-term performance. These findings support Sustainable HRM Theory, which emphasizes the importance of balancing economic, social, and environmental objectives in organizational decision-making. From a managerial perspective, the results suggest that hospitals seeking to implement sustainability initiatives should integrate environmental objectives into recruitment systems, employee development programs, performance management frameworks, and reward mechanisms. Sustainability initiatives are more likely to succeed when they are embedded within organizational culture and supported by HRM systems rather than implemented solely through technological or operational interventions.

The present findings also support the conceptual relationships proposed in this study. The literature consistently indicates that GHRM positively contributes to the development of Sustainable Green Hospitals by fostering environmental competencies, employee engagement, and sustainability-oriented organizational cultures. Similarly, Sustainable Green Hospital practices contribute to organizational sustainability by improving environmental performance, resource efficiency, and stakeholder relationships. Furthermore, Sustainable Human Resource Management strengthens this relationship by ensuring that sustainability objectives are embedded within long-term workforce development strategies. Consequently, the conceptual framework developed in this study is well supported by the reviewed literature and offers a coherent explanation of how strategic HRM contributes to sustainable organizational transformation.

Nevertheless, several challenges remain. The review identified a lack of empirical studies conducted in healthcare settings, particularly in developing countries. Most existing research continues to focus on manufacturing and general service sectors, limiting the generalizability of findings to hospital contexts. Furthermore, the predominance of cross-sectional studies restricts understanding of the long-term effects of GHRM implementation on sustainability outcomes. These limitations suggest that future research should employ longitudinal designs, healthcare-specific contexts, and integrated theoretical frameworks to provide a more comprehensive understanding of the relationship between GHRM, Sustainable Green Hospitals, and organizational sustainability.

Overall, the findings demonstrate that GHRM should be viewed as a strategic organizational capability rather than merely a collection of environmentally friendly HR practices. The evidence synthesized through bibliometric mapping and systematic literature review indicates that sustainability-oriented human resource management contributes significantly to Sustainable Green Hospital development, environmental performance enhancement, employee green behavior, and long-

term organizational sustainability. These findings reinforce the growing recognition that sustainable organizational transformation depends not only on technological innovation and environmental management systems but also on organizations' ability to develop, motivate, and engage human resources to achieve sustainability objectives.

Conclusion

This study aimed to map the development of research on Green Human Resource Management (GHRM) and Sustainable Green Hospital implementation through a combination of bibliometric analysis and systematic literature review. The findings indicate that GHRM has evolved into an increasingly prominent research area within Strategic Human Resource Management and Sustainability Management. The bibliometric mapping revealed a growing concentration of studies around organizational sustainability, environmental performance, employee green behavior, and sustainable human resource management. The systematic review further identified the Resource-Based View (RBV), Ability-Motivation-Opportunity (AMO) Theory, Stakeholder Theory, and Sustainable Human Resource Management Theory as the dominant theoretical perspectives explaining GHRM's contribution to sustainability outcomes. The review also highlights that green recruitment, green training, green performance appraisal, green compensation, and employee participation are the most frequently discussed practices supporting Sustainable Green Hospital development and organizational sustainability. However, the integration between GHRM research and Sustainable Green Hospital research remains relatively limited, indicating an important area for future scholarly attention.

This study contributes to the literature by providing a comprehensive synthesis of the intellectual structure, theoretical foundations, managerial approaches, and emerging themes in the GHRM domain, particularly regarding healthcare sustainability. From a scientific perspective, the study extends the current understanding of how strategic human resource management can serve as a key mechanism to support sustainability-oriented organizational transformation. From a managerial and policy perspective, the findings suggest that hospitals seeking to achieve sustainability objectives should integrate environmental considerations into human resource policies, workforce development strategies, performance management systems, and organizational culture initiatives. The originality of this study lies in its integration of bibliometric mapping and a systematic literature review to examine the intersection of GHRM, Sustainable Green Hospital development, and organizational sustainability, thereby providing a management-oriented framework for future sustainability initiatives in healthcare organizations.

Despite these contributions, several limitations should be acknowledged. First, the analysis was restricted to publications indexed in the selected database and within the specified publication period, which may have excluded relevant studies published elsewhere. Second, the study relied on secondary literature and therefore did not empirically test the proposed conceptual relationships within healthcare organizations. Third, research on GHRM in hospital settings remains relatively limited compared with studies conducted in manufacturing and general service sectors. Future research should expand the scope of analysis by incorporating multiple databases, conducting longitudinal investigations, and examining healthcare-specific contexts to validate and extend the conceptual relationships identified in this review. Further studies may also explore the mediating and moderating roles of green organizational culture, environmental leadership, digital transformation, and employees' green behavior in strengthening the relationships among GHRM, Sustainable Green Hospital implementation, and long-term organizational sustainability.

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