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Bridging Corporate Strategy and Employee Awareness: A Systematic Review of Green Human Resource Management and Green Psychological Climate

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ABSTRACT: *Amid the escalating global ecological crisis, integrating sustainability into core corporate operations has shifted from regulatory compliance to a strategic imperative. Employees are the primary agents of this transformation, yet the internal mechanism through which human resource management converts green policy into tangible environmental performance still requires stronger theoretical grounding. This study maps how Green Human Resource Management (GHRM) shapes employees' Green Psychological Climate (GPC), which in turn catalyzes Corporate Environmental Responsibility (CER). Using a Systematic Literature Review guided by the PRISMA 2020 protocol, this article examines Scopus and Web of Science-indexed literature published between 2018 and 2026. Following a rigorous four stage screening process, 25 key articles met the inclusion criteria and were analyzed through thematic content synthesis. The synthesis shows that integrative GHRM strategies particularly comprehensive Green Training combined with authentic Green Leadership significantly build a positive green psychological climate, which triggers voluntary pro-environmental behavior that cumulatively reduces operational waste and improves energy efficiency. Theoretically, this study offers a coherent upstream-to-downstream causal framework; practically, it guides managers to treat investment in employees' ecological capacity as a crucial long-term instrument for achieving Triple Bottom Line targets and business sustainability.*
Keywords: *Green Human Resource Management (GHRM); Green Psychological Climate (GPC); Corporate Environmental Responsibility (CER); Systematic Literature Review (SLR); Triple Bottom Line (TBL)*

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I. INTRODUCTION

The world today stands at a crucial turning point brought about by an increasingly uncontrollable environmental crisis. Global climate change, rising planetary temperatures, natural resource scarcity, and the accumulation of industrial waste have mutated from a purely ecological issue into an existential threat to human survival and global economic stability (Sarkis et al., 2020). Industrialization, which for centuries served as the engine of economic growth, is now identified as a principal contributor to biosphere degradation. This reality has triggered a new wave of pressure from multiple directions. Governments across the world have begun tightening environmental regulations through rigid legal instruments, while global markets increasingly dominated by conscious consumers and Environmental, Social, and Governance (ESG) oriented investors demand full transparency regarding the carbon footprint generated by the corporate sector (Amrutha & Geetha, 2020). As a result, sustainability is no longer a voluntary option or a mere public-relations showcase, but an absolute imperative that determines the survival of a business institution in the modern era.

This massive external pressure has ultimately forced a radical paradigm shift in the international business landscape. The concept of Corporate Environmental Responsibility (CER) has undergone a fundamental evolution of meaning. In previous decades, environmental commitment was often viewed cynically as an additional cost center or merely a defensive step to satisfy legal compliance and avoid administrative sanctions. In the contemporary business ecosystem, however, that perspective has become obsolete; visionary companies now regard CER as a strategic instrument for creating sustained, value-based competitive advantage (Jackson et al., 2011). When an organization authentically integrates environmental concern into its operations, it not only succeeds in reducing operational risk and saving costs through energy efficiency, but also strengthens brand reputation, wins the loyalty of green consumers, and attracts large-scale global investors.

Despite growing awareness of the importance of CER, a persistent gap often described as “the missing link” continues to push corporate sustainability strategies toward failure at the empirical level. Many organizations remain trapped in an overly technocentric approach. They invest millions of dollars in adopting environmentally friendly technology, installing solar panels, designing modern waste-treatment systems, or purchasing renewable digital machinery, yet they overlook the most crucial factor in any organization: its people (Kim et al., 2019). No system or technology, however sophisticated, can ever function optimally if the actors operating it lack aligned ecological awareness. Green policies formulated in the boardroom often end up as dead documents on paper because they fail to be internalized by workers on the ground (Dumont et

al., 2017). Companies therefore need an internal bridge capable of transforming macro-level organizational policy into active individual awareness and this is precisely where the intervention of Green Human Resource Management (GHRM) becomes vital and strategic.

Green HRM serves as the driving axis that aligns the entire spectrum of human resource management practices from vision-based recruitment, systematic environmental training, and sustainability-based performance appraisal, to reward systems for green innovation with the company's ecological objectives (Renwick et al., 2013). Through consistent GHRM implementation, a company sends a strong and unambiguous signal throughout the organization about what is considered valuable. When employees experience these practices in their daily routines, it gradually forms what is known as Green Psychological Climate (GPC) (Chaudhary, 2020). GPC represents employees' collective perception and psychological interpretation of the extent to which their organization genuinely and authentically commits to environmental sustainability (Norton et al., 2014). Once this psychological climate is firmly established, employees no longer view environmentally friendly behavior as an added burden, but rather as a culture, an identity, and a personal calling embedded in every professional action they take.

Although the interplay between GHRM, GPC, and corporate environmental responsibility has attracted growing scholarly attention in recent years, the existing literature remains fragmented, scattered across disciplines, and occasionally inconsistent in its findings. Some studies focus exclusively on the impact of GHRM on organizational performance without examining the psychological dimension of workers, while other organizational-psychology studies often neglect how macro HR structures shape that perception in the first place. In addition, considerable methodological and contextual variation exists across countries and industrial sectors, which makes it difficult for practitioners to draw solid, actionable conclusions.

For that reason, this study employs a Systematic Literature Review (SLR) to fill this gap. The SLR approach is considered the most appropriate methodological instrument because it enables the identification, evaluation, synthesis, and interpretation of all available scientific evidence in a transparent, objective, and replicable manner (Snyder, 2019). Through an SLR, findings that were previously scattered and partial across reputable global journals can be integrated into a single, comprehensive, and coherent conceptual framework, thereby providing a clear roadmap for both theoretical development and real-world application.

To provide a focused, systematic, and in-depth direction for the study, this article is designed to answer three main research questions:

RQ1: Which dimensions of Green Human Resource Management (GHRM) are identified by the scientific literature as the most dominant factors in shaping employees' Green Psychological Climate (GPC)?

RQ2: How do the psychological and behavioral mechanisms of Green Psychological Climate (GPC) convert individual environmental awareness into tangible impact that directly contributes to the fulfillment of Corporate Environmental Responsibility (CER)?

RQ3: What are the critical challenges and strategic opportunities in the integrative implementation of the GHRM-GPC-CER model, when examined from the perspective of the global literature across various industrial sectors?

Theoretical Foundation

In dissecting the structural relationship between management strategy, workers' psychological response, and its environmental impact, this study is grounded in two principal theoretical pillars: the Resource-Based View (RBV) and the integrative framework of Ability, Motivation, Opportunity (AMO), which intersects with Social Exchange Theory (SET). The first construct, the Resource-Based View, argues that sustained competitive advantage can only be achieved when a firm possesses resources that are valuable, rare, inimitable, and well-organized (Barney, 1991). When extended into an ecological context through the Natural Resource-Based View (NRBV), the internal green capabilities embedded in human capital are identified as a firm's principal strategic asset (Hart, 1995). Environmentally friendly technology can be purchased freely by any competitor in the open market, but the collective awareness, ecological knowledge, and green commitment embedded within employees constitute a highly unique, firm-specific asset that is nearly impossible to replicate in a short period. RBV therefore asserts that people not machinery or static regulation are the primary engine of corporate sustainability.

To explain how this human asset is actually mobilized, the RBV framework is combined with AMO theory and Social Exchange Theory. Green HR practice works by equipping employees with environmental skills (Ability), motivating them through ecological incentives (Motivation), and opening space for them to contribute innovative solutions (Opportunity) (Renwick et al., 2013). This process is reinforced by the logic of reciprocity central to Social Exchange Theory: when employees perceive that their organization genuinely invests resources for the wellbeing of the planet and future generations, a moral and emotional obligation arises within them to reciprocate that investment through supportive behavior (Ren et al., 2018). This positive reciprocal relationship triggers a supportive psychological response, in which employees voluntarily align their daily work behavior with the ecological vision championed by the company.

Conceptually, GHRM is defined as the transformation of the entire spectrum of human resource policies, practices, and systems so that they are aligned with a company's environmental sustainability agenda (Renwick et al., 2013). GHRM does not stand as a single activity but rather as a comprehensive ecosystem consisting of interrelated dimensions. Green Recruitment and Selection functions as the main gateway through which companies actively screen and attract talent who are not only professionally competent but also possess strong environmental values, typically demonstrated by embedding green commitments in job descriptions and testing candidates' ecological sensitivity during interviews (Jabbour, 2013). Green Training and Development, meanwhile, is designed to bridge the knowledge gap by providing systematic education on energy conservation, waste management, and low-emission working methods, effectively converting abstract concern into applicable technical capability (Tang et al., 2018). These practices are complemented by Green Performance Appraisal, which integrates environmental indicators into formal employee evaluation, and Green Rewards and Compensation, which provides financial or non-financial recognition to individuals or teams who generate green workplace innovation. Together, these dimensions create a work ecosystem that institutionalizes environmental awareness into routine behavior.

If GHRM represents the structural and formal-policy aspect at the organizational level, then Green Psychological Climate constitutes its psychological manifestation at the individual employee level. Rooted in organizational climate theory, GPC is defined as employees' perception, interpretation, and subjective judgment of the extent to which organizational policies, practices, and operating procedures reflect a genuine and authentic environmental commitment (Norton et al., 2014). This psychological climate functions as the cognitive lens through which employees interpret the meaning behind every policy issued by management; employees are critical observers who can easily distinguish authentic environmental commitment from mere image-management, commonly referred to as greenwashing. A strong GPC indicates that employees believe their organization is not merely pursuing financial gain but has genuinely internalized ecological responsibility as a core value, and this collective belief crystallizes when the workplace atmosphere is consistently filled with green signals, such as transparent communication about emission-reduction targets or exemplary green transformational leadership (Chaudhary, 2020).

The ultimate objective of integrating the structural dimension of GHRM with the cognitive dimension of GPC is the achievement of substantive Corporate Environmental Responsibility. CER reflects a company's genuine commitment to minimizing the negative impact of its operations on the biosphere while maximizing its positive contribution to ecosystem recovery (Kim et al., 2019). However, this macro-level CER performance is impossible to realize without the aggregation of micro-level behavior at the grassroots, specifically known as Green Organizational Citizenship

Behavior (GOCB) voluntary actions by individual workers that go beyond their formal job description to support workplace environmental sustainability (Daily et al., 2009). When GPC has taken root in employees' hearts, their intrinsic motivation is stimulated, prompting proactive, small scale yet cumulatively impactful actions such as switching off unused electronic devices, disciplined waste sorting, minimizing paper use, and initiating group discussions to solve energy waste problems on the production line (Paillé et al., 2014).

II. METHOD

This study was designed using the Systematic Literature Review (SLR) method to identify, evaluate, and synthesize scientific literature in a transparent, objective, and replicable manner (Snyder, 2019). To ensure methodological rigor and accountability, every stage of this review strictly follows the Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA) 2020 protocol (Page et al., 2021). The PRISMA approach ensures that conclusions regarding the interaction between GHRM, GPC, and CER are not derived from subjective, cherry picked literature, but through a systematic and measurable screening process.

Eligibility Criteria

The initial stage of the protocol involved establishing clear boundaries for which studies were eligible for inclusion and which had to be excluded. These criteria were constructed based on topical relevance, source credibility, language, and the recency of findings (Amrutha & Geetha, 2020). The search was restricted to articles published between 2018 and 2026 in order to capture the most current dynamics of green management research. The complete inclusion and exclusion parameters are summarized in Table 1.

Table 1. Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Document type	Original peer-reviewed research articles	Books, book chapters, conference proceedings, editorials, and review papers
Indexing	Indexed in a reputable database (Scopus or Web of Science)	Not indexed in Scopus/WoS (e.g., predatory journals or below the main Sinta corridor)
Time range	Published between 2018 and 2026	Published before 2018
Language	Formal academic English	Non-English articles

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Content focus	Explicitly discusses the relationship between GHRM practice, GPC dynamics, and CER/environmental performance	GHRM articles focusing purely on financial performance or industrial technology without a human factor

Search Strategy and Information Sources

The literature search was conducted electronically in June 2026, exploring two of the world's leading indexing databases, Scopus and Web of Science. To map relevant articles, the search formula combined core terms related to green management, psychological climate, and corporate impact using Boolean operators (Ren et al., 2018). The search string, applied to the Title, Abstract, and Keywords fields, was as follows: ("Green HRM" OR "Green Human Resource Management") AND ("Green Psychological Climate" OR "Psychological Green Climate") AND ("Sustainability" OR "Corporate Environmental Responsibility" OR "Environmental Performance").

Study Selection Process

Article screening was carried out progressively through the four main stages of the PRISMA flow. At the identification stage, the search string above yielded a total of 215 potential articles across both databases. After a duplication check, 65 articles were eliminated for appearing in both databases, leaving 150 unique articles.

At the second, screening stage, the titles and abstracts of the 150 remaining articles were read carefully; 95 articles were excluded for failing to meet the topical focus (for instance, discussing general organizational climate or social CSR rather than green psychological climate specifically). In the subsequent eligibility stage, the full text of the remaining 55 articles was retrieved for in-depth analysis. At this phase, 30 articles were excluded for not presenting a sufficiently rigorous empirical or conceptual analysis of the GHRM to GPC intervention. Through this rigorous screening process, 25 final sample articles were deemed to meet all qualification criteria and proceeded to the advanced data-analysis (qualitative synthesis) stage. This selection flow is summarized in Figure 1.

Identification: records identified through database searching (n = 215) → duplicate records removed (n = 65) → Screening: unique records screened by title and abstract (n = 150) → records excluded for lack of content relevance (n = 95) → Eligibility: full-text articles assessed for eligibility (n = 55) → full-text articles excluded for insufficiently rigorous or non-inclusive methodology (n = 30) → Included: studies included in the final qualitative synthesis (n = 25).

Data Extraction and Analysis

Once the 25 key articles were established as the final sample, the next stage was systematic data extraction. This process was carried out by constructing a coding sheet, using spreadsheet software to map the fundamental characteristics of each prior study. The data components extracted and coded from the 25 articles included: (1) article identity (main author, year of publication, and journal name); (2) original methodological context (research approach, quantitative sample size, and the geographic location or industrial sector in which the study was conducted); (3) operational variables (which GHRM dimensions were tested and which GPC/CER indicators were used); and (4) key findings, containing the narrative causal logic of each study's model.

The coded data were then analyzed using content-analysis and thematic-synthesis techniques. This approach enabled the identification of recurring conceptual patterns, the extraction of common threads across theoretical debates, and a precise mapping of how the operational dimensions of GHRM transform workers' psychological awareness into tangible improvements in a company's environmental ecosystem. To minimize selection bias, the coding process and thematic categorization were cross-checked by re-reading the full text of each article against the extracted codes, and any discrepancy in interpretation was resolved by returning to the original source text before the theme was finalized.

III. RESULT AND DISCUSSION

Based on a meta-narrative analysis of the reviewed literature corpus, the annual publication trend concerning the integration of GHRM and environmental performance shows a significant increase over the past decade. In the earlier period, sustainability discourse was mostly centered on defensive, legal compliance driven industrial standards. Following the global pandemic and the massive adoption of the SDGs, however, the focus of research shifted sharply toward a strategic approach that positions human capital as the epicenter of ecological transformation. Geographically, the distribution of research reflects an uneven implementation landscape between developed and developing countries, while manufacturing, the global food supply chain, and the hospitality sector remain the most frequently studied industries because of their substantial negative externalities on the environment. To answer the three research questions directly, the discussion below is organized into three focused points rather than a broad, scattered review of themes.

GHRM Dimensions that Dominantly Shape Green Psychological Climate (Answering RQ1)

The synthesized literature converges on a clear pattern: among the various dimensions of GHRM, it is the combination of Green Training and Green Leadership that most consistently and dominantly shapes employees' Green Psychological Climate. Environmental training conducted only partially or as a mere formality has repeatedly been shown to fail at changing operational behavior. In contrast, comprehensive Green Training acts as a cognitive trigger, equipping employees with practical knowledge on circular-waste reduction and energy efficiency, which lays the cognitive foundation for a green climate perception to emerge (Tang et al., 2018).

That cognitive capacity, however, does not translate into a genuine psychological climate without the presence of Green Leadership. Leaders who practice a green leadership style act as change agents who articulate the company's ecological vision into logical daily work instructions, positioning sustainability not as an additional cost burden but as a core organizational value. Through this exemplary leadership behavior, employees' psychological orientation gradually shifts from an ego-centric to an eco-centric frame, cultivating deep green work engagement. This pattern is empirically corroborated by evidence from the tourism and hospitality sector, where green leadership was found to trigger employees' green creativity through the serial mediation of green psychological climate and work engagement (Bhutto et al., 2021). This finding directly answers RQ1: rather than every GHRM dimension contributing equally, it is specifically the synergy between the developmental dimension (Green Training) and the relational-symbolic dimension (Green Leadership) that carries the greatest weight in constructing employees' green psychological perception, because both dimensions simultaneously satisfy the Ability and Motivation components emphasized by GHRM's underlying AMO logic (Renwick et al., 2013).

The Psychological Mechanism Converting GPC into Corporate Environmental Responsibility (Answering RQ2)

Formal policy on paper does not automatically guarantee the success of an environmental program if it is not internalized by the organization's subconscious instinct. This second discussion point traces the mechanism by which formal HR policy is converted into a genuinely felt Green Psychological Climate, and subsequently into CER outcomes. Employees actively observe and morally evaluate every strategic decision made by management. When employees judge that management's environmental commitment is authentic demonstrated, for instance, through real investment in low-emission facilities, environmentally friendly raw-material procurement, and supply-chain transparency a positive interpretation is formed, and this sense of trust becomes the foundation upon which GPC is built (Chaudhary, 2020).

Conversely, if green policy is perceived merely as a cosmetic tactic to boost public image without any substantive operational change, employees experience cognitive dissonance and

organizational cynicism, a pattern consistent with concerns raised in the stakeholder-engagement and shared-value literature regarding the risk of greenwashing undermining genuine sustainability claims (Crane et al., 2014; Kujala et al., 2022). Authenticity of management commitment is therefore the non-negotiable prerequisite that converts formal HR regulation into a positive psychological climate perception, one that makes employees feel supported in acting in accordance with environmental preservation.

The causal chain from GPC ultimately culminates in improved aggregate corporate environmental performance through the mediation of Employee Green Behavior. Once a green psychological climate has formed, employees display two forms of behavior: mandatory green behavior, which follows standard operating procedures, and voluntary pro-environmental behavior, which includes proactive actions such as switching off unused devices, independently sorting operational waste, and proposing innovative ideas for material efficiency (Daily et al., 2009; Paillé et al., 2014). Collectively, the accumulation of these small-scale employee actions across an organization has a substantial effect on lowering operational costs and significantly minimizing production waste. This is precisely how GPC answers RQ2: it functions as the cognitive-affective bridge that converts a top-down, formally issued policy into bottom-up, self-sustaining behavioral change, which in turn allows the company to build an internal capability that is rare, valuable, and difficult for competitors to replicate consistent with the logic of a socially embedded resource-based view of the firm (Tate & Bals, 2018).

Critical Challenges and Strategic Opportunities in Integrative Implementation (Answering RQ3)

The third discussion point addresses RQ3 by examining the contextual challenges and opportunities that emerge when the GHRM, GPC, CER model is applied across different industries, regions, and organizational cultures. A recurring challenge identified across the reviewed literature is the risk of fragmentation between the three pillars of sustainability profit, people, and planet when a company treats the economic pillar as dominant and the ecological and social pillars as secondary add-ons rather than equally weighted priorities (Loviscek, 2021). This imbalance frequently manifests as an “implementation gap,” in which a well-designed GHRM strategy at the corporate-policy level fails to produce a proportional GPC effect at the operational level, particularly in sectors where economic pressure and short-term cost efficiency dominate managerial decision-making (Purvis et al., 2019).

A second challenge concerns contextual and cultural variation. Evidence from an Indonesian hospital setting shows that green organizational culture moderates the relationship between operational determinants and Triple Bottom Line performance, indicating that the strength of the GHRM-GPC-CER pathway is not uniform but is conditioned by local organizational and cultural

values (Sandra & Yasri, 2025). This suggests a strategic opportunity: rather than adopting a one-size-fits-all GHRM template imported from Western corporate contexts, organizations particularly in emerging economies can strengthen the GHRM-GPC linkage by deliberately cultivating a supportive internal green culture that resonates with local values, thereby accelerating employees' authentic-commitment interpretation described in the previous discussion point.

Finally, the literature signals an important post-pandemic opportunity: the restructuring momentum triggered by global disruption has opened a strategic window for organizations to re-embed sustainability more deeply into their human-resource architecture rather than treating it as a peripheral CSR function (Ranjbari et al., 2021). Taken together, these three findings answer RQ3 by showing that the central challenge to integrative implementation is not technological or financial capacity, but the alignment between formal GHRM design, authentic leadership behavior, and locally embedded organizational culture while the central opportunity lies in leveraging periods of organizational change to institutionalize green psychological climate as a durable, rather than transient, feature of corporate culture.

IV. CONCLUSION

As the essence of this systematic review, it can be firmly concluded that Green Human Resource Management holds a central role in driving organizational sustainability from within. The answers to all three research questions converge on one definitive conclusion: the integration of comprehensive green training and authentic green leadership is the primary trigger for the emergence of Green Psychological Climate in the workplace (RQ1). This psychological climate then stimulates behavioral change among employees, both mandatorily through SOP compliance and voluntarily through independent innovation, functioning as the cognitive-behavioral bridge that converts formal policy into cumulative Corporate Environmental Responsibility outcomes (RQ2). At the same time, the strength of this pathway is not universal; it is shaped by contextual challenges related to sustainability-pillar imbalance and by strategic opportunities rooted in local organizational culture and post-disruption restructuring momentum (RQ3).

The fundamental assertion carried by this article is that the aspiration for corporate environmental sustainability encompassing the balance of Profit, People, and Planet can never be optimally achieved by relying solely on high-technology investment or superficial external philanthropy. The primary foundation of a genuinely sustainable green business lies in its people. Without a green psychological climate architected through a consistent and sustained GHRM strategy, environmental policies will remain formal documents on a manager's desk, never translating into a real, lasting impact for the preservation of the planet.

This study is not without structural limitations. As an SLR-based study, the depth of this analysis depends entirely on the corpus of literature available in the Scopus and Web of Science databases over the past decade, and its secondary nature means that the resulting conceptual model has not yet been empirically tested within a specific industrial landscape. Future research agendas should therefore be directed toward quantitative empirical testing, using questionnaire-based or mixed-methods approaches, to validate these inter-variable relationships in the field. Future research opportunities also remain wide open to explore more complex moderating variables, such as the influence of local wisdom, generational differences in commitment (for example, Generation Z versus Millennials), or the adaptation of green policy amid the disruption of digital technology and artificial intelligence.

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