



## Systematic review: Linking environmental attitudes of top management and green HRM effectiveness in Kenya

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### ABSTRACT

The increasing environmental problems have forced organizations to adopt sustainable practices, placing Green Human Resource Management (GHRM) as a key strategic tool. This detailed study looks at the important part of top management's environmental attitudes in driving GHRM effectiveness. Successfully using GHRM is not guaranteed, it relies on various internal institutional elements particularly the engagement of top leadership. This study draws upon the principles of the Upper Echelons Theory and Institutional Theory. This review draws on existing literature to explain how top management's environmental beliefs shape concrete GHRM outcomes. Moreover, the link between top management's environmental views and GHRM success isn't straightforward it is affected by influencing factors like organizational culture and communication, and also by modifying factors such as industry and regulatory pressures. This study conducted a methodical analysis of current research with the goal of pinpointing key trends, uncovering potential discrepancies, and identifying areas for future investigation to advance our understanding of this essential connection for organizational sustainability. The criteria for including studies were that they had to be empirical, examine the relationship between top management's environmental attitudes and GHRM effectiveness, and be published in peer-reviewed journals. Editorials and conference abstracts were excluded. The results show that top management's environmental attitudes are multidimensional, encompassing cognitive, affective, behavioral, and temporal aspects, all strongly affecting GHRM implementation. The study also found that the relationship is shaped by factors that intervene, such as the environmental culture within the company and employee engagement, and that it's adjusted by external pressures, the company's resources, and whether leaders inspire transformation. To get top managers more on board and make GHRM work better, effective strategies involve making sustainability a core part of the business plan, building a company culture that supports green efforts, leaders showing the way, involving relevant parties, and including environmental results on how the company is managed. However, this study found some important gaps in the existing research. These include not having a strong overall theory, few studies that follow companies over time, not enough research on specific situations, difficulties in measuring how well GHRM works, and a lack of understanding about the impact of new technologies and having diverse leaders at the top. Future research should try to fill these gaps by creating strong theories, doing long-term studies, looking at specific situations, finding better ways to measure GHRM success, and studying the role of technology and diversity to help us better understand and use GHRM for companies to be sustainable. The Kenyan government, in collaboration with relevant stakeholders like Federation of Kenya Employers, trade unions, environmental organizations, and academic institutions, should develop a comprehensive National Green HRM Framework.

**Keywords:** Environmental Attitudes, Green Human Resource Management, Organizational Sustainability, Top Management

### I. INTRODUCTION

The increasing environmental crisis, including climate change, dwindling resources, and loss of species, has driven organizations to re-evaluate their operations and adopt sustainable practices (Steurer, 2010). This transition to sustainability is not merely about ethical conduct; it's a strategic necessity driven by growing pressure from stakeholders, government regulations, and an increasing recognition of the long-term financial advantages of responsible environmental management (Porter & Kramer, 2011). Therefore, Green Human Resource Management (GHRM) stands as a critical strategic instrument in the pursuit of organizational sustainability. GHRM involves harmonizing HR strategies with ecological aims, with the intention of building a workforce that is proactively engaged in safeguarding the environment (Ren et al., 2018). It encompasses green recruitment and selection, training and development, performance management, and reward systems, GHRM's range of HR functions is specifically intended to encourage environmentally aware actions by employees (Jackson et al., 2011).



Translating GHRM concepts into tangible initiatives is not a straightforward process. Its success relies on a sophisticated interaction of organizational variables, with the leadership of top management being especially influential. Senior executives and leaders in top management exert significant influence on organizational culture, strategy, and resource allocation (Waldman & Siegel, 2008), making their environmental beliefs critical for the successful adoption and implementation of GHRM. Recognizing the foundational role of leadership commitment in sustainability (Robertson & Barling, 2013), this systematic review addresses the current fragmented understanding of how top management's environmental views lead to specific GHRM outcomes. To bridge this gap, a thorough and systematic analysis of existing research is essential to identify key trends, synthesize findings, and pave the way for future inquiry.

The fundamental idea behind this systematic review is the influential role of top management's environmental views in driving GHRM effectiveness. These perspectives, including their beliefs, principles, and concerns about environmental safeguarding, shape strategic decisions and operational practices related to human resources (Ramus & Steger, 2000). In particular, top managers who exhibit a strong dedication to environmental sustainability are more likely to actively foster the inclusion of environmental considerations within HR policies and practices, thus prioritizing GHRM within the organization (Daily et al., 2009).

Top management demonstrates its commitment to sustainability by allocating financial, technological, and human resources to support GHRM implementation (Govindarajulu & Daily, 2004); clearly and persuasively communicating a vision for environmental sustainability, thereby fostering a workplace that values environmental responsibility among employees (Anderson & Bateman, 2000); integrating environmental factors into the organization's broader strategic planning to ensure GHRM aligns with overarching sustainability goals (Hart, 1995); and leading by example through their own environmentally friendly actions, serving as role models for employees (Boiral et al., 2013).

In contrast, the absence of top management commitment can seriously hamper GHRM's success. If leaders are unconcerned or doubtful about environmental matters, GHRM efforts may be seen as non-essential, resulting in employee disengagement and organizational opposition to change (Pham et al., 2019). It's important to note that the impact of top management's views on GHRM effectiveness is not direct; rather, it is likely shaped by mediating factors such as organizational culture, communication flows, and employee viewpoints (Jackson et al., 2011), and can be amplified or weakened by moderating factors like industry, organizational size, and government mandates (Bombiak & Marciniuk-Kluska, 2018).

The purpose of this systematic review is to thoroughly investigate these multifaceted aspects, specifically examining the direct, indirect, and situational influences of top management's environmental views on GHRM effectiveness. Through the synthesis of diverse empirical research, we seek to pinpoint key trends, expose potential contradictions, and develop a more sophisticated understanding of this critical link.

### 1.1 Statement of the problem

Driven by escalating global environmental concerns, organizations are increasingly implementing "green" initiatives across their operations. Green Human Resource Management (GHRM) has become a key function in this shift, focusing on developing environmentally aware behaviors and practices among employees to support organizational sustainability goals (Jackson et al., 2011). GHRM includes HR practices like green recruitment, training, performance management, and rewards (Ren et al., 2018), and its effective implementation can improve environmental performance, employee engagement, and organizational image (Dumont et al., 2017).

However, the success of GHRM initiatives is not automatic and heavily relies on the support and commitment of top management. Top management's stance on environmental issues profoundly impacts the prioritization and allocation of resources for sustainability initiatives, including GHRM. Their beliefs, values, and dedication to environmental stewardship can either enable or impede the adoption and effectiveness of green HR practices across the organization (Daily et al., 2009).

Despite the clear intuitive link between top management's environmental attitudes and GHRM success, a comprehensive understanding of this relationship remains fragmented in the literature. While studies examine leadership in sustainability (Schein, 2010) and managerial support in HR (Guest, 2010), a systematic synthesis of empirical evidence specifically on how top management's environmental attitudes directly and indirectly impact various GHRM practices is lacking. This gap hinders the development of strong theoretical frameworks and evidence-based strategies for improving GHRM effectiveness. Therefore, a systematic review is necessary to consolidate findings, identify trends, uncover moderators and mediators, and guide future research in this important field.

### 1.2 Research Objectives

- i. To identify and quantify the key dimensions of top management's environmental attitudes that influence GHRM effectiveness.
- ii. To determine the mediating and moderating factors that affect the relationship between top management's environmental attitudes and GHRM effectiveness.



- iii. To synthesize best practices for fostering top management commitment to environmental sustainability and enhancing GHRM effectiveness.
- iv. To identify and articulate gaps in the current literature and propose avenues for future research.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Upper Echelons Theory

According to Upper Echelons Theory (Hambrick & Mason, 1984), organizational outcomes directly stem from the cognitive attributes of top management. This theory argues that an organization leadership, through their values, experiences, and personalities, significantly influences its strategic choices and outcomes, including the adoption of innovations like GHRM. In this study, Upper Echelons Theory suggests that top manager's environmental attitudes, as key aspects of their cognitive frameworks, directly shape their decisions about GHRM. Leaders with strong pro-environmental values are more likely to champion GHRM, allocate resources, and promote a culture of environmental sustainability. Highlighting top managers' agency in driving organizational change, Upper Echelons Theory emphasizes that their convictions and beliefs are purposefully translated into concrete organizational actions. Accordingly, the effectiveness of GHRM practices is directly tied to the importance top managers place on environmental sustainability as a strategic imperative. This perspective is key to understanding the internal drivers of GHRM implementation, particularly the influence of individual leaders on organizational strategy.

#### 2.1.2 Institutional Theory

Building upon Upper Echelons Theory, Institutional Theory (DiMaggio & Powell, 2003) offers a conceptual lens for understanding the impact of external pressures on organizational behavior. This theory suggests that organizations adopt practices to gain legitimacy and ensure institutional survival, driven by coercive, mimetic, or normative forces, rather than solely by efficiency. In the context of GHRM, Institutional Theory explains how exogenous factors, such as government environmental regulations, stakeholder demands, and industry best practices, influence top management's decisions concerning GHRM adoption and implementation. Furthermore, mimetic pressures can lead organizations to emulate the GHRM strategies of leading firms in their sectors, while normative pressures can stem from professional bodies or industry standards advocating for sustainable HRM practices. This theoretical framework is vital for understanding the contextual factors that moderate the relationship between top management's environmental attitudes and GHRM effectiveness, emphasizing how external pressures can either amplify or diminish the influence of top management's environmental stances. By integrating these two theories, this systematic review seeks to provide a nuanced understanding of the diverse factors shaping GHRM effectiveness. Upper Echelons Theory elucidates the internal dynamics driven by top management cognition, while Institutional Theory clarifies how external pressures shape organizational responses to environmental sustainability. This dual perspective is indispensable for formulating a comprehensive framework that captures the intricate interplay between leadership, organizational action, and environmental context.

### 2.2 Empirical Review

#### 2.2.1 Top Management Environmental Attitudes Influencing GHRM Effectiveness

Research consistently shows that several aspects of top management's environmental attitudes correlate with GHRM effectiveness. Environmental values are frequently cited as a primary factor, with top managers holding strong environmental beliefs more likely to prioritize sustainability and resource GHRM (Ramus & Steger, 2000). Ecological concern, involving awareness and worry about environmental degradation, also plays a key role, with leaders high in ecological concern more inclined to implement GHRM to reduce their organization's environmental impact (Munawar et al., 2022).

Another key dimension is perceived environmental responsibility, where top managers believe their organization must protect the environment, a belief linked to proactive GHRM implementation (Daily et al., 2009). Additionally, environmental knowledge and self-efficacy enhance GHRM effectiveness, enabling environmentally literate leaders to implement better strategies (Govindarajulu & Daily, 2004). Boosting environmental self-efficacy in Nairobi's leaders can drive local environmental action. This review uses quantitative methods, including meta-analysis where possible, to quantify the relationship between these attitudes and GHRM effectiveness. Regression and structural equation modeling studies often show significant positive correlations, such as Jackson et al.'s (2011) meta-analysis on environmental values and green HR adoption. However, the strength of these effects varies by industry, size, and culture.

While research on top management environmental attitudes and GHRM is growing, consistently measuring and quantifying these attitudes remains difficult. Varied variable measurements and scales across studies impede direct



comparison. Future research needs to focus on creating standardized measurement instruments and conducting longitudinal studies to establish causality.

### **2.2.2 Mediating and Moderating Factors Affecting the Relationship between Top Management Environmental Attitudes and GHRM Effectiveness**

Top management's environmental attitudes influence GHRM effectiveness through mediating factors. Organizational culture, particularly a strong environmental culture driven by leadership values, boosts employee engagement in sustainable behaviors, enhancing GHRM (Jackson et al., 2011). Strategic communication about environmental goals and GHRM reinforces commitment and facilitates employee engagement (Anderson & Bateman, 2000). Employee perceptions of top management's sincerity about sustainability also mediate this link; genuine perceived commitment increases GHRM adoption (Ramus & Steger, 2000). Moreover, organizational learning and knowledge sharing on environmental practices enable leadership attitudes to become concrete GHRM actions (Daily et al., 2009).

Conversely, the strength and direction of the relationship between top management's environmental attitudes and GHRM effectiveness are influenced by moderating factors. Industry type is a significant moderator; organizations in environmentally sensitive industries may face stronger institutional pressures, amplifying the influence of top management attitudes on GHRM implementation (Bombiak & Marciniuk-Kluska, 2018). Organizational size is another key moderator; larger organizations in Kenya, with potentially greater resources and established structures, might find GHRM implementation easier, potentially lessening the direct impact of top management's attitudes. Regulatory pressures within Kenya also play a moderating role; stringent environmental regulations can compel even less environmentally inclined leaders to adopt GHRM practices (DiMaggio & Powell, 2003). National culture influences GHRM acceptance and implementation; in cultures with high environmental awareness, top management's environmental attitudes are more likely to translate into effective GHRM practices. Despite growing evidence, establishing clear causal pathways and quantifying the effects of mediating and moderating factors remains challenging. Addressing current research limitations requires adopting longitudinal designs to capture the dynamic interplay of these factors. More refined measurement tools are also essential for accurately assessing mediating processes like organizational culture and employee perceptions. Comparative studies across diverse industries and national cultures are also crucial for understanding contextual variations in moderating effects. Addressing these gaps will improve our understanding of when top management's environmental attitudes lead to effective GHRM.

### **2.2.3 Practices for Fostering Top Management Commitment to Environmental Sustainability and Enhancing GHRM Effectiveness**

A key strategy is leadership development and education. Targeted training and educational programs focused on environmental sustainability can significantly shape top management attitudes and behaviors. Daily et al. (2009) highlight the importance of integrating sustainability into core management skills so leaders grasp the strategic impact of environmental issues. These programs should aim to raise awareness, build knowledge, and develop practical skills in sustainable management. Govindarajulu and Daily (2004) also emphasize the need for continuous environmental education through workshops and seminars to keep top management informed about emerging environmental challenges and best practices. Beyond education, strategic integration of sustainability is crucial. Hart (1995) argues that embedding environmental considerations into strategic planning ensures sustainability becomes a core organizational value. This involves setting clear environmental goals, developing sustainability metrics, and aligning business strategies with environmental objectives. Establishing top-level sustainability committees or task forces can facilitate this integration, ensuring environmental considerations are part of decision-making. Furthermore, clear communication of the organization's environmental vision and initiatives to internal and external stakeholders reinforces top management's commitment and cultivates a culture of environmental responsibility (Anderson & Bateman, 2000).

To further strengthen top management commitment, performance measurement and incentives are crucial. Linking their performance evaluations to environmental sustainability metrics incentivizes their dedication. This involves incorporating environmental performance indicators into key performance indicators (KPIs) and reward systems. Ramus and Steger (2000) suggest that providing financial and non-financial incentives for achieving environmental targets can further motivate top management to prioritize sustainability. This alignment ensures that environmental goals are not just stated but actively pursued.

Moreover, stakeholder engagement and communication are crucial for building top management commitment. Engaging with stakeholders, including employees, customers, and communities, increases top management's awareness of environmental expectations and pressures. Porter and Kramer (2011) argue that establishing open communication channels and actively seeking stakeholder feedback can lead to more effective and sustainable practices. This engagement also promotes transparency and accountability, reinforcing top management's commitment to environmental sustainability.



Lastly, policy development and implementation provide a vital structured framework for top management action. By developing and implementing clear environmental policies and guidelines, such as environmental management systems (EMS) and sustainability reporting standards, organizations ensure that environmental considerations are embedded in day-to-day operations. Crucially, supporting top management in the implementation of these policies and providing the resources required for their effective application are essential for maintaining their long-term commitment.

In summary, securing top management commitment to environmental sustainability requires a multi-pronged approach involving education, strategic integration, performance alignment, stakeholder engagement, and policy implementation. Future research should employ longitudinal studies to assess the long-term impact of these strategies and examine how contextual factors, such as industry and national culture, influence their effectiveness, considering the specific dynamics.

#### **2.2.4 Gaps in the Existing Literature for Future Research on Top Management Environmental Attitudes and GHRM Effectiveness**

Recognizing the escalating criticality of environmental sustainability, organizations in Nairobi and beyond are increasingly implementing Green Human Resource Management (GHRM) practices. However, the effectiveness of these practices is significantly contingent upon the environmental attitudes of their top management. While current literature acknowledges this connection, substantial gaps persist, hindering a comprehensive understanding of the complex interplay between these factors, especially as they manifest in the Kenyan business environment.

A key limitation is the insufficient empirical exploration of the specific mechanisms through which top management's environmental attitudes lead to effective GHRM practices, a gap also observed in studies of Nairobi's organizations. Many studies use correlation analyses, neglecting the mediating and moderating variables shaping this relationship within the Kenyan context. For instance, the mediating roles of organizational culture, leadership styles in Nairobi, and stakeholder pressures on the impact of top management's environmental attitudes on GHRM effectiveness are understudied (Ren et al., 2018).

Future research should use advanced mediation and moderation analyses, for example, examining if transformational leadership with a strong environmental vision enhances the positive effect of top management's environmental attitudes on GHRM implementation in Kenyan firms (Nisar et al., 2017). This requires testing complex models considering local contextual factors. Furthermore, the conceptualization and measurement of "environmental attitudes" need more nuance, especially when applied to leaders in Nairobi. Current broad scales fail to capture the multifaceted nature of these attitudes. Future research should use multidimensional frameworks, distinguishing between specific views or concerns relevant to Kenya's environmental issues. This will improve the predictive power of environmental attitudes on GHRM effectiveness in Nairobi. Additionally, implicit environmental attitudes, less susceptible to bias, warrant exploration using IATs and other implicit measures among Nairobi's top managers.

Another critical gap involves the contextual factors influencing the relationship between top management's environmental attitudes and GHRM effectiveness, particularly within developing economies. Most studies originate from developed countries, overlooking the unique challenges and opportunities faced by organizations (Jackson et al., 2011). To improve the generalizability of findings, future research should adopt a cross-cultural lens, exploring how local cultural values, the Kenyan regulatory environment, and resource constraints shape this relationship.

In conclusion, a significant need exists to enhance the measurement of GHRM effectiveness. The current dominant use of subjective assessments, while neglecting objective performance indicators relevant to businesses, limits the field's impact. Future research should prioritize the synthesis of both subjective and objective measures of GHRM effectiveness, including employee green behavior relevant environmental performance indicators and recognized organizational sustainability ratings (Wang et al., 2025; Afzal et al., 2023). This comprehensive measurement will improve the validity and reliability of research findings for organizations. Moreover, considering the specific operational context, it is essential to determine which GHRM practices yield the best results in different local settings and to understand the economic returns of investing in GHRM initiatives within companies.

### **III. METHODOLOGY**

This study ensured the rigor and transparency of the review process by following established systematic review guidelines, including the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) statement (Moher et al., 2010). The scope of this review includes a comprehensive search of key academic databases, including Scopus, Web of Science, and Google Scholar, using predefined search terms and inclusion/exclusion criteria relevant to the Nairobi and Kenyan business context. Studies selected for inclusion based on their relevance to the research questions, the strength of their methodology, and their overall quality in examining GHRM within developing economies. Data extraction entailed the systematic coding of key variables and findings relevant to the research



questions, including study design, sample characteristics (with attention to Kenyan samples where available), measures of top management attitudes and GHRM effectiveness (considering context-specific indicators in Nairobi), and key findings. Meta-analysis techniques will be utilized to statistically synthesize quantitative data, and thematic synthesis integrated qualitative findings, providing a robust analysis relevant to the Kenyan organizational landscape. A key outcome of this systematic review was comprehensive synthesis of the available literature, identification of key patterns and inconsistencies, and the development of a conceptual framework that elucidates the complex relationship between top management's environmental attitudes and their relationship to GHRM effectiveness, with specific implications for organizations in Nairobi and Kenya. This review offered valuable insights on leveraging effective GHRM practices for organizational sustainability within the Kenyan context, benefiting researchers, practitioners, and policymakers operating in Nairobi and beyond. The overarching aim of this research was to augment the burgeoning body of knowledge about sustainable management, thereby facilitating the development of a more environmentally responsible and resilient business landscape in Kenya and other developing nations.

## IV. FINDINGS & DISCUSSION

### 4.1 Dimensions of Top Management Environmental Attitudes Influencing GHRM Effectiveness

Research increasingly recognizes environmental attitudes as multifaceted, comprising cognitive, affective, and behavioral components that uniquely shape organizational sustainability practices (Dunlap et al., 2000). Recent studies highlight the importance of differentiating between ecocentric attitudes, characterized by a deep respect for nature and its intrinsic value (Ramus & Steger, 2000), and anthropocentric attitudes, which prioritize human welfare and often lead to superficial GHRM initiatives. Accurately quantifying these requires scales like the New Ecological Paradigm (NEP) (Dunlap et al., 2000), adapted for managerial contexts.

Moreover, affective dimensions, such as environmental concern and emotional connection to nature, significantly impact GHRM effectiveness, likely shaping the dedication to green initiatives in Nairobi. Research indicates that top managers who feel a strong emotional connection to environmental issues are more prone to advocate for and maintain GHRM initiatives (Chen et al., 2021; Zahrani, 2024). Quantifying these affective dimensions involves employing scales that measure emotional responses to environmental degradation and the importance placed on environmental protection, perhaps with a focus on Nairobi's environmental challenges. Behavioral dimensions, including the readiness to participate in pro-environmental actions and a commitment to sustainable practices, are equally vital. Scholarly work has demonstrated that the personal environmental behavior of top management, such as responsible resource use, serves as a powerful signal to employees and influences the adoption of green behaviors throughout the organization (Robertson & Barling, 2013). Quantifying these behavioral dimensions involves evaluating the extent and depth of top management's engagement in sustainable practices, considering local sustainability priorities, both within and beyond the organizational boundaries.

Moreover, Current studies have increasingly emphasized the necessity of considering the temporal dynamics of environmental attitudes. The ability of top management to remain committed to sustainability in the long run and maintain consistent environmental values over time is critical for the sustained effectiveness of GHRM practices (Wang et al., 2025). Quantifying these temporal dimensions requires assessing the stability and consistency of top management's environmental attitudes across time and organizational pressures. In conclusion, identifying and quantifying key dimensions of top management environmental attitudes requires a multidimensional approach that considers cognitive, affective, behavioral, and temporal aspects. The strategic use of validated scales and rigorous measurement protocols enables researchers to provide valuable insights into the multifaceted relationship between top management environmental attitudes and GHRM effectiveness. This understanding is critically important for organizations aiming to establish a culture of sustainability and achieve consequential environmental performance.

### 4.2 Determining Mediating and Moderating Factors Affecting the Relationship between Top Management Environmental Attitudes and GHRM Effectiveness

The interplay between top management's environmental attitudes and Green Human Resource Management (GHRM) effectiveness is not linear; it is influenced by a complex Synergy of mediating and moderating factors. Research has begun to unravel these intricacies, demonstrating that specific organizational and contextual variables substantially shape this relationship. One crucial mediating factor is organizational culture. Studies have shown that a strong environmental culture, characterized by shared values and norms that prioritize sustainability, mediates the extent to which top management's environmental attitudes influence GHRM effectiveness (Ramus & Steger, 2000). Specifically, when top management's pro-environmental attitudes are translated into a culture that rewards and encourages green behaviors, GHRM leads to more effective implementation of practices. This occurs because environmental values are embedded into the organizational fabric, leading to the consistent application of GHRM initiatives across all levels.



Another significant mediating factor is employee environmental engagement. The environmental attitudes held by top management foster a sense of environmental responsibility among employees, thereby driving their engagement in green behaviors and bolstering GHRM initiatives (Nisar et al., 2017). Thus, the extent to which employees internalize and act upon the organization's environmental values serves as a crucial link between top management attitudes and GHRM outcomes.

Stakeholder pressure acts as a powerful moderator. Customers, investors, and regulatory bodies, as external stakeholders, possess the capacity to amplify the influence of top management's environmental attitudes on GHRM effectiveness (Wang et al., 2025). High levels of stakeholder pressure to adopt sustainable practices increase the likelihood that top management will translate their environmental attitudes into concrete GHRM actions. In contrast, in environments with low stakeholder pressure, the impact of top management's environmental attitudes on GHRM effectiveness may be diminished.

Furthermore, organizational resources and capabilities also exert a moderating influence on this relationship. Even with strong environmental attitudes, effective GHRM practice implementation by top management is predicated on the availability of resources, such as financial capital, technological infrastructure, and employee skills (Jackson et al., 2011). The translation of top management's environmental vision into tangible GHRM outcomes is more effectively achieved by organizations with ample resources. Furthermore, leadership style plays a significant moderating role. Transformational leadership, featuring visionary communication and inspirational motivation, links top management environmental attitudes stronger and GHRM effectiveness (Nisar et al., 2017). Transformational leaders effectively articulate the importance of sustainability and inspire employees to embrace green practices, thereby enhancing GHRM outcomes.

In summary, the interplay between top management environmental attitudes and GHRM effectiveness is significantly channeled through organizational culture and employee environmental engagement, while stakeholder pressure, organizational resources, and leadership style modulate the strength of this association. Future research should employ sophisticated statistical techniques, such as structural equation modeling and moderated mediation analysis, to further elucidate these complex relationships.

### **4.3 Best Practices for Fostering Top Management Commitment to Environmental Sustainability and Enhancing GHRM Effectiveness**

The capacity of Kenyan organizations to translate top management's environmental vision into tangible GHRM outcomes is enhanced by the availability of sufficient resources within the Kenyan economic environment. (GHRM) effectiveness requires a multifaceted approach that integrates strategic vision, organizational culture, and stakeholder engagement. Synthesizing best practices from existing research reveals several key strategies.

Top management must articulate a clear environmental vision and integrate sustainability goals into the organization's core strategy (Wang et al., 2025). This necessitates the development of measurable environmental targets and the alignment of business objectives with sustainability principles. Best practices include the creation of a sustainability roadmap delineating specific actions and timelines, thereby ensuring the integration of environmental considerations into all decision-making processes. Explicitly communicating the importance of sustainability to all stakeholders reinforces commitment and creates a shared understanding of environmental goals.

Creating an organizational culture that values and promotes environmental sustainability is crucial. To achieve this, it's important to foster a climate of trust, transparency, and accountability regarding environmental performance (Ramus & Steger, 2000). Good ways to do this include environmental training for all staff, recognizing and rewarding green actions, and talking openly about sustainability efforts. To foster a sense of ownership and collective responsibility by April 2025, organizations should encourage employee participation in environmental projects and create cross-functional teams dedicated to sustainability. The extent to which top management is personally committed to environmental sustainability significantly impacts employee behavior and organizational culture (Robertson & Barling, 2013). Leading by example involves adopting sustainable practices this involves weaving environmental thinking into daily work and genuinely caring about environmental issues. Key practices include actively participating in environmental efforts, sharing personal beliefs about the environment, and meeting regularly to talk about sustainability progress. This clear commitment emphasizes the importance of environmental sustainability and motivates employees to be environmentally friendly. Engaging with stakeholders, including customers, suppliers, and local communities, is essential for fostering top management commitment and enhancing GHRM effectiveness (Jackson et al., 2011). Good ways to do this include partnering with environmental groups, being open about environmental performance, and asking stakeholders for feedback on sustainability efforts. Including stakeholder views in strategic planning and decision-making helps environmental initiatives align with what society expects. Integrating environmental performance indicators into performance management systems reinforces the importance of sustainability and drives accountability (Nisar et al., 2017). Best practices include setting clear environmental performance targets, this necessitates the linkage of performance evaluations to sustainability achievements, considering local environmental priorities in Kenya, and the

provision of regular feedback on environmental performance. The implementation of reward systems that recognize and incentivize sustainable behaviors further strengthens commitment and enhances the effectiveness of GHRM within the Kenyan business environment. In conclusion, fostering top management commitment to environmental sustainability and enhancing GHRM effectiveness requires a holistic approach that integrates strategic vision, organizational culture, stakeholder engagement, and performance management. By implementing these best practices, the adoption of these practices allows organizations to create a culture of sustainability and achieve consequential environmental performance.

#### **4.4 Gaps in the Existing Literature and Proposing Directions for Future Research**

A review of the extant literature reveals a focus on the interplay between top management environmental attitudes and the strategic implementation of Green Human Resource Management. (GHRM) effectiveness has made significant strides, yet several critical gaps remain, necessitating further research to advance our understanding.

A significant gap in the literature is the absence of a cohesive theoretical framework, even though studies have established several relationships involving environmental attitudes and GHRM, they often lack a cohesive systematic theoretical explanation for these connections (Ren et al., 2018). Future research should aim to integrate existing theories, such as institutional theory, and stakeholder theory, and draw upon the theory of planned behavior to construct a comprehensive framework that clarifies the processes by which top management's environmental attitudes shape GHRM outcomes. This integration can provide a more robust understanding of the antecedents and consequences of GHRM.

Another significant gap pertains to the limited exploration of the dynamic and longitudinal nature of these relationships. Most studies adopt a cross-sectional approach, without considering how top management's environmental attitudes unfold over time and GHRM practices (Jackson et al., 2011). Future research should employ longitudinal designs, Methods like panel data and time-series analysis are needed to examine the changing nature and interplay of these variables over time. This longitudinal approach can offer valuable insights into the long-term sustainability of GHRM initiatives and the drivers of their success or failure. Furthermore, the contextual factors influencing the relationship between top management environmental attitudes and GHRMour understanding of GHRM effectiveness is currently limited. While some research has focused on organizational culture and stakeholder pressure, the influence of other contextual variables, such as industry characteristics, regulatory environments, and cultural values, remains underexplored and requires further investigation. Specifically, cross-cultural studies are needed to examine how these relationships are contingent upon national and organizational contexts (Wang et al., 2025).

The measurement of GHRM, effectiveness rigorously remains a significant challenge. The reliance on subjective assessments in many studies neglects crucial objective performance indicators. Future research should adopt a more comprehensive approach by integrating both subjective and objective measures, such as environmental performance metrics employee green behaviors, and organizational sustainability ratings (Afzal et al., 2023). Developing standardized and validated measures of GHRM effectiveness is crucial for ensuring the rigor and comparability of research findings.

The role of emerging technologies in the evolution of GHRM practices and top management perspectives also demands further attention. Digitalization, automation, and artificial intelligence are fundamentally changing the workplace, presenting both novel opportunities and significant challenges for environmental sustainability. Future studies should analyze how these technologies shape the connection between top management's environmental attitudes and the success of GHRM initiatives. In conclusion, addressing these gaps through rigorous and innovative research designs will significantly advance our understanding of the intricate relationship between top management environmental attitudes and GHRM effectiveness. Future research should focus on developing robust theoretical frameworks and employing longitudinal designs, which involve examining contextual factors, refining measurement techniques, and exploring emerging technologies and diversity.

## **4.2 Discussion**

### **4.2.1 Top Management Environmental Attitudes Influencing GHRM Effectiveness**

A critical step in understanding and improving Green Human Resource Management (GHRM) effectiveness is identifying and quantifying the key dimensions of top management environmental attitudes. The existing literature underscores the multifaceted nature of environmental attitudes by moving beyond simplistic, limited measures to consider cognitive, affective, and behavioral components. This precise approach allows for a more accurate assessment of how top management's environmental perspectives translate into tangible GHRM practices.

A critical distinction lying in the separation of ecologically minded and Human-centered attitudes comprehensive and far-reaching Green Human Resource Management (GHRM) Organizations are more inclined to adopt practices and integrate GHRM strategies (Ramus & Steger, 2000). This perspective aligns with the notion that deep-seated environmental values drive genuine organizational change. Conversely, Human-centered attitudes leaders, who view nature as a resource for human use, often engage in superficial or symbolic green initiatives. Quantifying



these dimensions requires validated scales like the New Ecological Paradigm (NEP) scale, tailored for managerial contexts, to reflect these distinct value orientations (Dunlap et al., 2000).

Environmental concern and emotional connection are key affective dimensions that significantly influence top managers. Those who exhibit genuine emotional affinity towards the environment are more likely to champion and sustain GHRM initiatives (Chen et al., 2021; Gomes et al., 2023). This emotional engagement translates into a personal commitment that inspires and motivates employees. Measuring these affective dimensions requires scales that assess emotional responses to environmental degradation and this offers a more comprehensive understanding of managerial attitudes by highlighting the perceived importance of environmental protection.

Behavioral dimensions, furthermore, a willingness to engage in pro-environmental actions and a commitment to sustainable practices hold equal importance. Top management's environmental conduct acts as a potent signal for employees, shaping the adoption of green behaviors across the organization (Robertson & Barling, 2013). Quantifying these behaviors entails evaluating how often and how strongly top management engages in sustainable practices, both within the workplace and in their personal lives. This demonstrates that personal commitment is not only expressed in words but also tangible actions.

Moreover, the temporal dimensions of environmental attitudes are increasingly recognized. For GHRM to be effective in the long run, it is crucial that top management demonstrates a sustained commitment to sustainability and consistently upholds environmental values (Wang et al., 2025). This highlights the need for longitudinal studies that assess the stability of environmental attitudes across different timeframes and under varying organizational pressures.

In summary, to accurately identify and quantify the environmental attitudes of top management, it's essential to adopt a multidimensional approach that takes into account cognitive, affective, behavioral, and temporal dimensions. Utilizing validated scales and rigorous measurement techniques allows researchers to provide valuable insights into the complex relationship between these attitudes and GHRM effectiveness. This understanding is critical for organizations seeking to foster a culture of sustainability and achieve meaningful environmental performance.

#### **4.2.2 Determining Mediating and Moderating Factors Affecting the Relationship between Top Management Environmental Attitudes and GHRM Effectiveness**

The link between top management's environmental views and how well Green Human Resource Management works is not direct (GHRM) but complex and not easily defined it is significantly shaped by both mediating and moderating factors. Understanding these variables is crucial for organizations with the goal of translating top management's environmental vision into effective outcomes.

Organizational culture emerges as a critical mediator. A strong environmental culture, characterized by shared values and norms emphasizing sustainability, plays a role in turning top management's environmental beliefs into practical GHRM measures (Ramus & Steger, 2000). When top management's pro-environmental attitudes are embedded within a culture that rewards and incentivizes environmentally friendly actions as a result, GHRM initiatives are implemented more successfully. This occurs because environmental values become deeply rooted in the organization's core fabric, promoting consistent application of GHRM across all levels. This highlights the importance of fostering a culture that actively champions and reinforces environmental sustainability. This underscores the significance of cultivating a culture that proactively supports and strengthens environmental sustainability. Furthermore, employee environmental engagement acts as a significant mediator. Top management's environmental stance fosters a feeling of environmental accountability among employees which in turn drives their engagement in green behaviors and supports GHRM initiatives (Nisar et al., 2017). The extent to which employees internalize and act upon the organization's environmental values serves as a vital link between top management attitudes and GHRM outcomes. Consequently, successful GHRM implementation hinges on effective communication and training that foster employee engagement. Stakeholder pressure significantly moderates the relationship. External stakeholders, such as customers, investors, and regulatory agencies, also play a role that can amplify the influence of top management's environmental attitudes on GHRM effectiveness (Wang et al., 2025). High levels of stakeholder pressure incentivize top management to translate their environmental attitudes into concrete GHRM actions. Conversely, in environments with low stakeholder pressure, the impact of top management's attitudes may be diminished. This underscores the importance of external pressures in driving organizational sustainability.

Organizational resources and capabilities also moderate this relationship. Even with strong environmental attitudes, top management's ability to implement effective GHRM practices depends on the availability of resources, such as financial capital, technological infrastructure, and employee skills (Jackson et al., 2011). Organizations with sufficient resources are better positioned to transform their environmental vision into concrete GHRM results. This highlights the need for organizations to invest in the necessary resources and capabilities to support their GHRM initiatives.

Finally, leadership style is a critical moderating factor. Transformational leadership, which involves visionary communication and inspirational motivation, strengthens the relationship between top management's environmental



attitudes and how effective GHRM is (Nisar et al., 2017). Transformational leaders effectively articulate the importance of sustainability and inspire employees to embrace green practices, thereby enhancing GHRM outcomes. This suggests that leadership style is a crucial factor in driving environmental sustainability within organizations.

#### **4.2.3 Fostering Top Management Commitment to Environmental Sustainability and Enhancing GHRM Effectiveness**

Fostering top management commitment to environmental sustainability is pivotal for the successful implementation and effectiveness of Green Human Resource Management (GHRM) practices. Drawing from the best practices identified in current research, a comprehensive approach emerges, emphasizing strategic integration, cultural transformation, and consistent leadership.

A core best practice involves integrating environmental values into the organization's overall vision and strategic planning processes. Top management needs to communicate a long-term environmental vision and incorporate sustainability goals into the fundamental business strategies (Wang et al., 2025). This requires the development of measurable environmental targets and the alignment of business goals with sustainability principles. Developing a detailed sustainability roadmap and ensuring that environmental factors are considered in all decision-making reinforces commitment and fosters a shared understanding of environmental objectives throughout the organization. This strategic integration ensures that sustainability is not a peripheral concern but a core organizational value.

Furthermore, cultivating a supportive organizational culture is essential. This includes cultivating a climate of trust, transparency, and accountability concerning environmental performance (Ramus & Steger, 2000). Implementing environmental training programs for all employees, recognizing and rewarding green behaviors, and promoting open communication about sustainability initiatives are crucial. Encouraging employee participation in environmental projects and establishing cross-functional teams dedicated to sustainability fosters a sense of ownership and collective responsibility. This cultural transformation ensures that sustainability is embedded in the daily practices of the organization.

Demonstrating leadership through personal example is another critical best practice. Top management's commitment to environmental sustainability significantly influences employee behavior and organizational culture (Robertson & Barling, 2013). Leading by example involves adopting sustainable practices in daily operations and demonstrating a genuine concern for environmental issues. Actively participating in environmental initiatives, communicating personal environmental values, and holding regular meetings to discuss sustainability progress reinforces the importance of environmental sustainability and motivates employees to adopt green behaviors. This visible commitment builds credibility and inspires action throughout the organization.

Engaging stakeholders and building partnerships is also crucial. Engaging with customers, suppliers, and local communities builds trust and enhances the organization's reputation (Jackson et al., 2011). Establishing collaborative partnerships with environmental organizations, engaging in transparent reporting on environmental performance, and actively seeking feedback from stakeholders on sustainability initiatives ensures that environmental initiatives are aligned with broader societal expectations. Incorporating stakeholder perspectives into strategic planning and decision-making processes fosters a collaborative approach to sustainability.

Finally, integrating environmental performance into performance management systems reinforces the importance of sustainability and drives accountability (Nisar et al., 2017). Setting clear environmental performance targets, linking performance evaluations to sustainability achievements, and providing regular feedback on environmental performance ensures that sustainability is a key performance indicator. Implementing reward systems that recognize and incentivize sustainable behaviors further reinforces commitment and enhances GHRM effectiveness.

In conclusion, fostering top management commitment to environmental sustainability and enhancing GHRM effectiveness requires a holistic approach that integrates strategic vision, organizational culture, stakeholder engagement, and performance management. By implementing these best practices, organizations can create a culture of sustainability and achieve meaningful environmental performance.

#### **4.2.4 Gaps in the Existing Literature and Proposing Directions for Future Research**

The burgeoning field of top management environmental attitudes and Green Human Resource Management (GHRM) effectiveness has yielded valuable insights, yet significant gaps in the existing literature necessitate further investigation to advance our understanding and practical application. Identifying and articulating these gaps is crucial for guiding future research endeavors.

One prominent gap is the lack of a robust and unified theoretical framework. While studies have explored various relationships between environmental attitudes and GHRM, they often lack a cohesive theoretical foundation to explain these connections systematically (Ren et al., 2018). This fragmented approach limits our ability to develop comprehensive models that accurately predict and explain GHRM outcomes. Future research should prioritize the integration of relevant theories, such as institutional theory, stakeholder theory, and the theory of planned behavior, to



construct a more holistic framework. This would allow researchers to better understand the mechanisms through which top management's attitudes translate into effective GHRM practices and how contextual factors influence these relationships.

Furthermore, the dynamic and longitudinal nature of these relationships remains largely unexplored. Most studies adopt a cross-sectional design, providing a snapshot of the relationships at a single point in time (Jackson et al., 2011). However, environmental attitudes and GHRM practices evolve, influenced by internal and external factors. Future research should employ longitudinal designs, such as panel data analysis and time-series analysis, to track the evolution of these variables and examine their dynamic interplay. This approach would allow for a more nuanced understanding of the long-term sustainability of GHRM initiatives and the factors that contribute to their success or failure.

The contextual factors influencing the relationship between top management environmental attitudes and GHRM effectiveness are also underexplored. While some studies have considered organizational culture and stakeholder pressure, the impact of other crucial variables, such as industry characteristics, regulatory environments, and cultural values, requires further investigation (Wang et al., 2025). Cross-cultural studies are particularly needed to understand how these relationships vary across different national and organizational contexts. This would help to develop context-specific GHRM strategies that are more effective and sustainable.

The measurement of GHRM effectiveness itself is a significant challenge. Many studies rely on subjective assessments, neglecting objective performance indicators. Future research should integrate both subjective and objective measures, such as environmental performance metrics, employee green behaviors, and organizational sustainability ratings (Afzal et al., 2023). Developing standardized and validated measures of GHRM effectiveness would enhance the rigor and comparability of research findings.

Moreover, the role of emerging technologies in shaping GHRM practices and top management attitudes is an under-researched area. Digitalization, automation, and artificial intelligence are transforming the workplace and presenting both opportunities and challenges for environmental sustainability. Future research should explore how these technologies influence the relationship between top management environmental attitudes and GHRM effectiveness.

Finally, the impact of top management diversity on GHRM effectiveness remains largely unexplored. Research should examine how diversity in terms of gender, ethnicity, and cultural background influences environmental attitudes and GHRM outcomes. This would provide valuable insights for promoting inclusive and sustainable organizational practices.

In conclusion, addressing these gaps through rigorous and innovative research designs will significantly advance our understanding of the complex interplay between top management environmental attitudes and GHRM effectiveness. Future research should focus on developing robust theoretical frameworks, employing longitudinal designs, examining contextual factors, refining measurement techniques, and exploring the role of emerging technologies and diversity.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

Factors such as ecological values, perceived regulatory pressure, and commitment to sustainability emerged as critical drivers. These findings underscore the pivotal role of leadership's environmental stance in shaping the successful implementation and impact of green HR initiatives, aligning with broader research on the influence of top management on organizational sustainability practices. Understanding these dimensions provides valuable insights for organizations seeking to cultivate leadership that champions environmental responsibility and maximizes the benefits of their GHRM strategies.

Findings highlight the significant roles of organizational environmental culture as a crucial pathway through which top management's beliefs translate into effective green HR practices. Furthermore, was found to influence the strength of this relationship. These insights underscore the complexity of fostering effective GHRM, emphasizing that the impact of top management's environmental stance is not direct but is shaped by intervening organizational dynamics and contextual variables. Understanding these mediating and moderating influences is crucial for organizations seeking to leverage leadership's environmental commitment to enhance their GHRM outcomes.

The synthesis of existing literature indicates that cultivating this commitment involves key strategies such as embedding environmental sustainability into the organizational strategy and culture, ensuring active involvement of top leaders in sustainability initiatives, and integrating environmental performance into accountability mechanisms. By adopting these best practices, organizations can cultivate a leadership team deeply committed to environmental stewardship, which in turn provides crucial support and impetus for the effective implementation and success of GHRM practices, ultimately contributing to improved environmental and organizational performance.



## 5.2 Recommendations

Organizations should develop and implement a robust assessment framework that incorporates validated scales and methodologies to quantify these dimensions. This framework should include Utilizing adapted scales like the New Ecological Paradigm (NEP) to assess cognitive orientations, employing scales that measure emotional responses and concerns related to environmental issues, conducting behavioral assessments that evaluate the frequency and intensity of pro-environmental actions, and designing longitudinal studies to track the stability and consistency of environmental attitudes over time.

Develop and Implement Strategies to Strengthen Mediating Factors, Particularly Organizational Culture and Employee Engagement. This would include implementing cultural change programs that embed environmental values into the organization's core principles, developing and delivering comprehensive training programs that educate employees about environmental sustainability and GHRM initiatives, and establishing clear communication channels to promote transparency and dialogue regarding environmental goals and practices.

Integrate Environmental Sustainability into Core Strategic Planning and Performance Management Systems. Develop a clear, long-term sustainability vision and integrate it into the organization's core strategic plan. Establish measurable environmental targets and align them with key performance indicators (KPIs) at all levels of management and incorporate environmental performance metrics into performance management systems, including evaluations and reward structures.

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