

# Green Individual Performance: A Systematic Literature Review of its Organizational and Behavioral Antecedents

Ayudyah Widyahening<sup>1,a)</sup>, Stefanus MS Sadana<sup>2,b)</sup>

<sup>1,2</sup>Institut Keuangan, Perbankan, dan Informatika Asia Perbanas – Jakarta, Indonesia

<sup>a)</sup>Corresponding author: ayudyah@perbanas.id

<sup>b)</sup> sadana@perbanas.id

**Abstract.** The transformation of industrial sectors toward sustainability demands the implementation of environmentally friendly practices at both individual and organizational levels. This systematic literature review examines the relationships among Green Human Resource Management (GHRM), Green Intellectual Capital (GIC), and Green Behavior (GB) in influencing Green Individual Performance (GIP). A structured search was conducted across Sinta, Google Scholar, and Scopus databases, focusing on empirical studies published between 2021 and 2026. A total of 19 articles were analyzed using PRISMA protocol to ensure synthesis quality and transparency. The findings reveal that: (1) GHRM serves as the primary driver of employee behavior through the AMO (Ability, Motivation, Opportunity) mechanism; (2) GIC provides the knowledge and value foundation grounded in the Resource-Based View and Theory of Planned Behavior; and (3) GB functions as a critical mediator between organizational policy and individual performance. The theoretical contribution of this study lies in the development of an integrated conceptual framework that positions green behavior as the central transmission mechanism. Furthermore, this review identifies research gaps concerning implementation differences between developed and developing countries, and the limited exploration of digital technology's role in promoting GIP.

**Keywords:** Green Human Resource Management; Green Intellectual Capital; Green Behavior; Green Individual Performance; Sustainable Performance

## INTRODUCTION

Companies worldwide are now under increasing pressure from various stakeholders to adopt environmentally friendly practices to achieve long-term sustainability. Kraus et al. (2020) state that environmental degradation has become a pressing global challenge. In the past, this issue received minimal attention among researchers, businesspeople, policymakers, and practitioners due to the belief that organizational activities did not directly impact the environment. However, there is now a collective awareness that various forms of environmental degradation, such as air and water pollution, exhaust emissions, natural resource exploitation, and climate change, are direct consequences of human and corporate activities.

Shahzad et al. (2020) suggest that due to human exploitation, the environment may be damaged before sustainable economic growth can be gradually realized. Therefore, environmental preservation and resource conservation for the well-being of future generations have become a widely recognized imperative (Rizvi & Garg, 2021). In various sectors, leaders and decision-makers are starting to prioritize resource

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management to support sustainable corporate performance and protect natural ecosystems (Correia et al., 2024).

With increasing environmental awareness and the need for sustainable development, the integration of ecological aspects into human resource management has become a significant focus of scientific research. Green Human Resource Management (GHRM), which combines environmental practices with HR management, has become a crucial part of the growing field of human resource development (Zihan & Makhbul, 2024). GHRM encompasses environmental values-based recruitment, green training, green performance evaluation, and green rewards, which collectively shape a pro-environmental organizational culture.

Furthermore, intellectual capital plays a crucial role in organizational development in business, institutions, and academia because it contributes to the creation of innovative, competitive, and sustainable organizations Vale et al. (2022). In an environmental context, Green Intellectual Capital (GIC), consisting of green human capital, green structural capital, and green relational capital, is a strategic asset that drives sustainable business practices (de Villiers & Sharma, 2020). Research by Zahid et al. (2024) showed that GIC has a significant impact on sustainable performance, with the moderating role of Industry 4.0 strengthening the relationship between GIC and ambitious innovation in achieving sustainable performance.

In this context, Green Individual Performance (GIP) emerges as a key construct linking organizational initiatives with tangible performance outcomes at the individual level. Maintaining environmentally friendly behavior among employees is crucial, and green behavior, both task-related and voluntary, has been shown to be helpful in improving environmental performance (Aboramadan, 2020). Existing empirical evidence suggests a strong link between organizational performance and employee green behavior..

Although the literature on GHRM, GIC, and green behavior continues to grow, studies that comprehensively integrate these three constructs in relation to GIP remain very limited and fragmented. Existing reviews often show inconsistencies in results due to a lack of a unified theoretical framework, differences in industry and country contexts, and variations in construct operationalization. Therefore, the Systematic Literature Review (SLR) approach in this research is an essential instrument for unifying the diverse and fragmented scientific findings.

Based on the description above, this study aims to: (1) synthesize empirical evidence regarding the relationship between GHRM, GIC, and GIP; (2) examine the mediating role of green behavior in this relationship; (3) identify existing research gaps; and (4) propose an integrated conceptual framework to guide future research. The contribution of this study is twofold—theoretical through the development of a new conceptual framework, and practical through strategic recommendations for sustainability-oriented organizational management.

## METHODS

This study uses a Systematic Literature Review (SLR) approach to identify, categorize, and summarize empirical studies that address the relationship between Green Human Resource Management (GHRM) and Green Intellectual Capital (GIC) on Green Individual Performance. This approach was chosen because it supports qualitative synthesis and mixed methods, allowing for a more in-depth exploration of the concepts of green management and environmentally friendly behavior. Using the SPIDER (Sample, Phenomenon of Interest, Design, Evaluation, Research type) framework, this study aims to answer the main question: Is Green Behavior capable of mediating the influence of GHRM and GIC on the performance of environmentally conscious individuals? This study integrates four main constructs: Green Human Resource Management, Green Intellectual Capital, Green Behavior, and Green Individual Performance.

A systematic literature search strategy was developed to capture peer-reviewed empirical studies that examine the relationships between the constructs studied. Utilization of the Sinta, Google Scholar, and Scopus databases ensured extensive and high-quality coverage of the literature in the field of human resource management and sustainability. Through an iterative refinement process, the search query was constructed by combining the following Boolean operators:

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("green human resource management" OR "sustainable HRM") AND ("green intellectual capital") AND ("green behavior" OR "pro-environmental behavior") AND ("green individual performance" OR "employee performance" OR "sustainability performance")

The inclusion criteria included: (a) publication period 2021–2026; (b) document type: peer-reviewed journal article; (c) accessibility through an open access portal or institutional portal; and (d) direct relevance to the research construct. Applying these criteria resulted in an initial 145 documents, which were then processed through a multi-step filtering process.

The study selection process was conducted in two systematic stages. The first stage was an initial screening of titles and abstracts, followed by a comprehensive assessment of the full text. The entire process adhered to inclusion and exclusion criteria developed based on the SPIDER framework. Included studies had to meet all of the following criteria: (1) examine Green Human Resource Management or Green Intellectual Capital; (2) examine Green Behavior as a mediating or independent variable; (3) measure Green Individual Performance or an environmental performance indicator; and (4) be empirical studies published in indexed journals. Conceptual articles, non-empirical research, publications not in English or Indonesian, and studies unrelated to green management at the individual level were excluded.

To ensure methodological rigor and minimize selection bias, all analyzed studies were assessed using the Critical Appraisal Tool from the Joanna Briggs Institute (JBI). This instrument was chosen because it includes a checklist applicable to a variety of research designs, including qualitative, quantitative, and mixed methods, thus aligning with the diversity of approaches in the GHRM and environmental performance literature. Assessments were conducted independently by two evaluators, with discrepancies resolved through discussion until consensus was reached. Aspects evaluated included: clarity of the research design; The accuracy of the sampling technique; the validity and reliability of the instrument; the clarity of the data analysis procedures; and the appropriateness of the findings to the research objectives. A total of 19 studies met the established methodological quality standards.

A structured data extraction protocol was developed to ensure consistency and thoroughness in information collection. The extracted data included: (a) bibliographic identity (author, year, title, journal); (b) methodological characteristics (research design, sampling technique, analysis instrument); (c) research context (country, industry sector, sample size); (d) research variables; and (e) key findings and limitations. This study adopted an integrative narrative synthesis approach as its methodology to systematically synthesize qualitative findings, quantitative results, and conceptual models. Integration was conducted through thematic dimensions encompassing methodological trends, conceptualizations of environmental intellectual capital, and the mechanisms by which green behavior influences individual performance effectiveness.

## RESULTS AND DISCUSSION

### Study Selection

A search of the Sinta, Google Scholar, and Scopus databases yielded 145 articles. After removing 13 duplicate records, 132 articles remained for screening. Screening by title and abstract reduced the number to 67 articles. Full-text evaluation of these 67 articles yielded 19 studies that met all inclusion criteria. Figure 1 presents a PRISMA diagram illustrating the detailed study selection process.

**Figure 1. PRISMA Diagram of Study Selection Flow**

| IDENTIFICATION                                                          |                                          |
|-------------------------------------------------------------------------|------------------------------------------|
| Total number of articles identified through database searches (N = 145) | Duplicate articles removed (N = 13)      |
| FILTERING (N = 132)                                                     |                                          |
| Articles passed title & abstract screening (N = 67)                     | Does not match title & abstract (N = 65) |
| QUALIFICATIONS                                                          |                                          |
| Full text evaluated (N = 67)                                            | Did not meet inclusion criteria (N = 48) |
| STUDIES INCLUDED IN THE REVIEW (N = 19)                                 |                                          |

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### General Characteristics of Included Studies

A total of 19 articles were included, published between 2020 and 2025, articles conducted in several countries, namely: Vietnam (Le & Tham, 2024), Pakistan [Correia et al. (2024); Noor & Bano (2024); Soomro (2024); Liaquat et al. (2024); Shoaib et al. (2025); Wei et al. (2023)], Saudi Arabia [Awwad Al-Shammari et al. (2022); Sayed & Nefzi (2024)], Indonesia [Setyaningrum & Wulandari (2024); Anwar et al. (2024); Nawangsari et al. (2023)], Malaysia [Yusoff et al. (2019); Bhatti et al. (2023); Anwar et al. (2024)], Jordan (Ababneh, 2021), India (Ghosh & Haque, 2023), Egypt (Elshall et al., 2025), Sri Lanka (Malsha et al., 2020). This diverse geographic context enriches the substance and external validity of this review's findings.

Methodologically, the majority of studies (16 of 19) used Partial Least Squares Structural Equation Modeling (PLS-SEM), reflecting the dominance of quantitative approaches in green management studies. Three studies used alternative methods, namely panel data analysis and descriptive correlational designs. The dominance of PLS-SEM demonstrates the superiority of this method in testing complex causal relationships between latent constructs in models involving mediating variables.

**Table 1. Characteristics of Studies Included in the Systematic Review**

| No | Researcher (Year)               | Country/Context          | Key Research Findings                                                                                                                                                                                 |
|----|---------------------------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Le & Tham (2024)                | Manufacturing (Vietnam)  | GHRM has a positive and significant effect on sustainable performance and green behavior; green behavior mediates the effect of GHRM on sustainable performance in a positive and significant manner. |
| 2  | Correia et al. (2024)           | Hospital (Pakistan)      | GHRM has a positive and significant effect on sustainable performance through the mediating role of green innovation and risk management.                                                             |
| 3  | Awwad Al-Shammari et al. (2022) | SMEs (Saudi Arabia)      | GHRM has a positive and significant effect on sustainable performance; green innovation mediates this relationship.                                                                                   |
| 4  | Setyaningrum & Wulandari (2024) | Oil & Gas (Indonesia)    | GHRM has no significant effect on sustainable performance; metaverse digital technology moderates this relationship.                                                                                  |
| 5  | Yusoff et al. (2019)            | Manufacturing (Malaysia) | GIC has a positive and significant effect on sustainable performance.                                                                                                                                 |
| 6  | Sayed & Nefzi (2024)            | Banking (Saudi Arabia)   | GIC has a positive and significant effect on sustainable performance (panel data analysis).                                                                                                           |
| 7  | Noor & Bano (2024)              | Multi-sector (Pakistan)  | GIC has no significant effect on sustainable performance; stakeholder pressure as moderator.                                                                                                          |
| 8  | Bhatti et al. (2023)            | Manufacturing (Malaysia) | GIC has no significant effect on sustainable corporate performance; green transformational leadership as moderator.                                                                                   |
| 9  | Anwar et al. (2024)             | SMEs (Indonesia)         | GHRM has a positive and significant effect on green behavior and green organizational performance.                                                                                                    |

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|    |                              |                                            |                                                                                                                                                                                                                      |
|----|------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | Ababneh (2021)               | Hospitality<br>(Jordan)                    | GHRM has a positive and significant effect on green behavior; employee engagement and personality as moderators.                                                                                                     |
| 11 | Soomro (2024)                | Manufacturing<br>(Pakistan)                | GIC has a positive and significant effect on green behavior through organizational agility and green creativity.                                                                                                     |
| 12 | Ghosh & Haque<br>(2023)      | Energy sector<br>(India)                   | GIC has a positive and significant effect on green behavior (GIC component analysis with PLS-SEM).                                                                                                                   |
| 13 | Elshall et al. (2025)        | Nursing<br>students (Egypt)                | GIC has a positive and significant effect on green behavior, green knowledge management, and green entrepreneurial self-efficacy.                                                                                    |
| 14 | Nawang Sari et al.<br>(2023) | Millennial<br>managers<br>(Indonesia)      | Green recruitment and green structural capital have no significant effect on green behavior; green human capital and green relational capital influence through green behavior mediation on sustainable performance. |
| 15 | Malsha et al.<br>(2020)      | Banking (Sri<br>Lanka)                     | Green behavior has a positive and significant effect on sustainable performance.                                                                                                                                     |
| 16 | Liaquat et al.<br>(2024)     | Banking<br>(Pakistan)                      | Voluntary green behavior has no significant effect on sustainable performance; external motivational factors are more influential.                                                                                   |
| 17 | Anwar et al. (2024)          | University<br>academic staff<br>(Malaysia) | Green behavior mediates the effect of GHRM on sustainable performance in a positive and significant manner.                                                                                                          |
| 18 | Shoaib et al. (2025)         | Manufacturing<br>(Pakistan)                | Green behavior mediates the effect of GHRM on sustainable performance; technology innovation as co-mediator.                                                                                                         |
| 19 | Wei et al. (2023)            | PSX-listed<br>companies<br>(Pakistan)      | Green behavior mediates the effect of GIC on sustainable performance; top management commitment as moderator.                                                                                                        |

### Research Themes and Thematic Patterns

The extraction results show that the analysis of GHRM, GIC, green behavior, and sustainable performance (GIP) exhibits a fairly consistent thematic pattern, emphasizing the interrelationship between environmentally-based human resource management practices, green intellectual asset management, and individual behavior in driving sustainable performance. These studies highlight the crucial role of integrating organizational policies and individual awareness in creating sustainability-oriented added value, both from an environmental perspective and from an overall organizational performance perspective.

However, research focusing specifically on individual green performance as a dimension of sustainable performance remains very limited. Existing research generally only addresses aggregate sustainable performance, without specifically addressing the contribution of individual performance. This creates significant opportunities for new research that utilizes individual performance as the primary unit of analysis within an organizational sustainability framework.

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### **The Relationship between GHRM and Green Individual Performance**

The Resource-Based View (RBV) asserts that unique and valuable human resource practices are a source of sustainable competitive advantage. In a green context, GHRM includes environmental value-based recruitment, green training, green performance evaluation, and green rewards, which constitute a resource bundle difficult for competitors to imitate. The Natural Resource-Based View (NRBV) adds that pollution prevention capabilities and green product development developed through GHRM directly contribute to a company's environmental and social performance.

Of the 19 studies analyzed, the majority showed that GHRM has a positive and significant impact on various dimensions of sustainable performance (Le & Tham, 2024; Correia et al., 2024; Awwad Al-Shammari et al., 2022; Anwar et al., 2024). One study (Setyaningrum & Wulandari, 2024) found an insignificant relationship, attributed to the unique characteristics of the oil and gas industry and the under-optimized mediating role of digital technology. This inconsistency indicates the importance of considering contextual factors in interpreting the relationship between GHRM and GIP.

### **The Relationship between GIC and Green Individual Performance**

Green Intellectual Capital consists of three main dimensions: green human capital (employees' environmental knowledge and competencies), green structural capital (organizational green systems, procedures, and culture), and green relational capital (relationships with external stakeholders related to the environment). These three dimensions, through the NRBV lens, constitute dynamic capabilities that enable organizations to build and maintain long-term sustainable performance.

The synthesis results show a less consistent pattern than GHRM. Some studies find a positive and significant relationship between GIC and sustainable performance (Yusoff et al., 2019; Sayed & Nefzi, 2024; Soomro, 2024), while others find no significant relationship (Noor & Bano, 2024; Bhatti et al., 2023). This inconsistency may be explained by differences in the operationalization of GIC, industry context, and the moderating variables used. Overall, GIC remains a strategic construct that encourages collaboration, knowledge sharing, and the exploitation of sustainable opportunities at the individual level.

### **GHRM's relationship to Green Behavior**

AMO Theory explains that GHRM influences employee green behavior through three pathways: Ability (green training improves abilities), Motivation (green rewards motivate), and Opportunity (involvement in green initiatives provides opportunities for behavioral actualization). The majority of studies examining this relationship find a positive and significant effect (Anwar et al., 2024; Ababneh, 2021), although some GHRM components (such as green recruitment and green performance evaluation) do not always produce a significant effect on green behavior in certain contexts (Nawang Sari et al., 2023).

These findings imply that the effectiveness of GHRM in encouraging green behavior depends heavily on the quality of implementation of green HR practices, the degree of internalization of environmental values by employees, and the support of a pro-environmental organizational culture. Organizations that successfully integrate environmental values into all HR management processes tend to produce employees who more consistently demonstrate green behavior.

### **GIC's relationship to Green Behavior**

The Theory of Planned Behavior explains that a person's behavior is influenced by attitudes, subjective norms, and perceived behavioral control. GIC, specifically green human capital and green structural capital, shapes these three elements: environmental knowledge shapes positive attitudes; green organizational culture creates pro-environmental subjective norms; and green procedural systems increase employees' perceived behavioral control. All studies examining this relationship (Soomro, 2024; Ghosh & Haque, 2023; Elshall et al., 2025) found a positive and significant effect of GIC on green behavior, except for the green structural capital component in the context of Indonesian millennial managers (Nawang Sari et al., 2023).

### **The Relationship between Green Behavior and Green Individual Performance**

Employee green behavior, including green task performance, green organizational citizenship behavior, and green proactive behavior, is a transmission mechanism that converts organizational capabilities (GHRM and GIC) into measurable performance outcomes. Through green behavior, HR initiatives and green intellectual capital can significantly contribute to emission reductions, energy efficiency, and stakeholder satisfaction. Malsha et al. (2020) found a positive and significant effect of green behavior on sustainable performance in the banking sector, while Liaquat et al. (2024) found that voluntary green behavior did not always have a significant effect, indicating the importance of distinguishing between task-related and voluntary green behavior in measuring GIP.

### **The Mediating Role of Green Behavior**

A central finding of this review is the mediating role of green behavior in the relationship between GHRM/GIC and GIP. Four studies explicitly tested this mediating role, with three confirming significant mediation (Le & Tham, 2024; Anwar et al., 2024; Shoaib et al., 2025 for GHRM; Wei et al., 2023 for GIC). Only one study (Nawangarsi et al., 2023) found partial mediation, where not all GIC components were significantly mediated by green behavior.

Integratively, these findings support the view that GHRM policies and GIC assets will not produce optimal impacts on GIP without concrete behavioral manifestations at the individual level. Green behavior serves as a 'behavioral bridge' that transforms potential capabilities into actual performance. This is consistent with the AMO and RBV theoretical frameworks, which emphasize the importance of behavioral mechanisms in achieving resource-based competitive advantage..

### **Integrated Conceptual Framework**

Based on a synthesis of findings from 19 studies, this review proposes the following integrated conceptual framework: GHRM and GIC serve as organizational antecedents that directly and indirectly influence individual green performance through mediation. This framework is strengthened by the theoretical foundations of AMO Theory, Resource-Based View, Natural Resource-Based View, and Theory of Planned Behavior, which work complementary to explain the causal mechanisms involved.

This framework also identifies several potentially relevant moderating variables, including top management commitment ((Wei et al., 2023), green transformational leadership (Bhatti et al., 2023), employee engagement (Ababneh, 2021), stakeholder pressure (Noor & Bano, 2024), and digital technology adoption (Setyaningrum & Wulandari, 2024). These variables need to be integrated in future research models to generate a more comprehensive understanding of the factors that condition the effectiveness of green policies in generating GIP.

### **Research Gaps and Future Agendas**

This review identifies four key research gaps that need to be addressed by future studies. First, there is a gap in the study of differences in GHRM and GIC implementation between developed and developing countries, particularly in relation to institutional capacity, environmental regulations, and organizational cultural maturity. Second, almost no research explicitly measures individual green performance as a stand-alone unit of analysis; most studies use aggregate sustainable performance. Third, the role of digital technologies including artificial intelligence, big data, and green collaboration platforms in facilitating GHRM and GIC has not been adequately explored. Fourth, longitudinal research capable of capturing changes in employee green behavior over time is still very rare.

## **CONCLUSIONS**

This systematic literature review confirms that Green Individual Performance is fundamentally driven by the integration of Green Human Resource Management (GHRM) and Green Intellectual Capital (GIC), with Green Behavior acting as a key mediating variable. From the Resource-Based View (RBV) and Natural Resource-Based View (NRBV) perspectives, green HR management practices and environmental

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intellectual capital constitute unique and valuable strategic capabilities for generating sustainable competitive advantage.

Based on AMO theory and the Theory of Planned Behavior, these two antecedents effectively build competency, trigger motivation, and create pro-environmental norms that encourage employees to adopt environmentally friendly work behaviors. Ultimately, green behavior serves as a transmission mechanism that transforms organizational policies and knowledge assets into concrete and measurable sustainability performance achievements.

Practically, these findings imply that organizations seeking to improve GIP need to take integrated strategic steps: implementing GHRM comprehensively across the HR management cycle, developing all three dimensions of GIC simultaneously, and creating a work environment conducive to the internalization and actualization of employee green behavior. Future research agendas should target more specific GIP measurements, explore the role of digital technologies, and conduct comparative studies across national contexts.

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