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Sustainability unleashed: Supercharging economic growth through green HR strategies

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Abstract
This paper describes a semi-systematic literature review that examines how human resource professionals and scholars investigate the relationship between human resource work and green sustainable practices in organizations. The study analyzed the literature on human resources with a focus on sustainability, using the Rummler-Brache model of organizational performance as a framework. The model's nine performance variables were applied to the literature in relation to sustainability so that the literature could be assessed through the lens of this model for organizational sustainable performance. The literature was used to determine the discussion in relation to sustainability. The findings showed that while scholars researched all nine performance variables, "job design" appeared only six times in the reviewed articles out of 83. The most frequently discussed performance variables were organization goals, process goals, and organization management. The implications of these findings for the human resource and sustainability literature were discussed, and suggestions for future research were identified. The study suggests that further research can explore how organizations worldwide can adopt sustainable practices for their growth, sustenance, and longevity.

Keywords: Human resource development, sustainability, rummler brache model, organizational performance, sustenance, performance

1. Introduction
Recent years have seen increasing attention being paid to environmental and sustainability concerns as the rate of consumerism and depletion of non-renewable resources by organizations has reached a new height (Alvarado *et al.*, 2021; Gyimah, 2021; Yu *et al.*, 2023; Levine *et al.*, 2016) [2, 16, 50, 25]. In fact, in the rapidly evolving business world, the pursuit of sustainability has become a top priority for organizations worldwide. People, particularly young people, expressed a global wave of concern about changing how we live and consume resources on this planet. In addition, there have been several calls from various pro-environmental groups and civil society about higher levels of pollution and destruction of the flora and fauna that have led to the extinction of both plant and animal species. The proponents of environmental sustainability have called for such initiatives as switching to greener energy and avoiding fossil fuels, adhering to ecological footprint, acknowledging and respecting the carrying capacity of the Earth and its ecosystems, and enforcing and ensuring pro-environmental behaviors in organizations. However, in many cases, the calls for change was little more than demands that organizations should change. However, precisely what changes organizations can enact to ensure sustainable operations has been contentious over the years, as many organizational practices have been centered on increasing productivity and profit. Such confusion and dilemmas raise the question of what role if any, human resource professionals have in supporting organizations' more sustainable operations.

The recent increase in sustainability activities in organizations calls into question human resource professionals' role in ensuring a holistic understanding of practices of environmental ethos in organizations. With the current heightened competition among organizations for survival and sustenance, many organizations are now turning to so-called "green" HR (GHR) innovations and practices in a quest for survival. Sachs' (2012) [40] study on millennium development goals for sustainable development points out the urgent need to mobilize global forces and all stakeholders worldwide to engage in sustainable practices.

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The author further pointed out that for environmentally responsible practices to achieve success, international society must address widespread injustices and inequality by dealing with dehumanizing social issues such as poverty, disease, hunger, unfair trade deals, and gender and class inequality in society.

Beyond high-level calls to become more sustainable, what can organizations do to transform themselves? How can human resource practitioners support organizations through sustainable efforts so that organizational performance can be changed to become more sustainable? What help is available from the academic literature that can assist organizations in transforming themselves? To answer these questions, this study examined what human resource-related studies scholars have undertaken concerning environmental sustainability functions in organizations and society. According to Swanson and Holton (2009) [44], human resources can be divided into the learning and the performance paradigm. This study adopted the performance paradigm of human resources, examining the performance of the organizational system as a whole system.

Spector (2013) [42] states that companies can gain advantages from going green, such as increased innovation, lowered costs, reduced organizational risks, improved recruitment, employee motivation, and market differentiation. In addition, Spector (2013) [42] says that going green is about more than simply complying with regulations. Instead, going green will involve transforming how corporations are designed and operate. This requires change management. Consequently, since change is one of the three pillars of strategic HR (Gilley & Maycunich Gilley, 2003) [14], HR professionals have a clear role in helping to transform companies to become environmentally sustainable. However, what does it mean for human resources professionals to engage in sustainable development?

Fien, Goldney, and Murphy (2009) [13] discuss several perspectives regarding how sustainable development should be defined. To bridge the different perspectives, Fien *et al.* (2009) [13] provide two principles that can be used to think about sustainable development. First is the promotion of understanding of the environmental problems, their origin in the growth models that assume unending resources (which have finite limitations), and the need for businesses to transition to sustainable growth models. Second is the idea that society must transition to a holistic view. The various business and social actors in society are seen as interdependent participants in a global system. These two principles can guide human resource professionals in developing, implementing, and evaluating human resource programs. The authors suggest that thinking and living in an environmentally sustainable way requires changing how we feel about our place and interact with the world. They argue that we must adopt systems view and avoid seeing ourselves as apart from nature – a view which in the past has resulted in people thinking of the environment as something that can be manipulated and used to produce desired results. Instead, they argue that humans are inextricably connected with the environment, are constantly affected by the environment, and cause an impact on the environment (Fien *et al.*, 2009) [13]. Therefore, the authors argue that two critical undertakings by human resources professionals are to ensure an increasing number of people (employees, employers, and other stakeholders) understand how connected humans are to their environment and ensure a transition is enabled

regarding how businesses operate. Human resource professionals have a role in promoting such increased understanding among employees and society to support a transition (Fien *et al.*, 2009) [13]. The ethos of sustainable human resource practice in organizations is essential as increasing environmental problems put many organizations at risk.

2. Research Questions
In this study, we posed the following research questions:
1. What type of green human resources work do scholars research in the literature on organizational sustainability?
2. What gaps are identified in the literature regarding how HR professionals could support organizational sustainability initiatives?

3. Literature Review
In this section, we provide an overview of the literature in the field of Human Resource Development (HRD) and Human Resource Management (HRM) and practitioners of sustainable development practices in organizations; we discuss what is known as "sustainable human resource development" (SHRD). Then, we briefly discuss the issue of sustainability. Finally, we discuss the theoretical framework used to analyze the literature.
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3.1 HRM, HRD and Green HRD
Human Resource Management (HRM) entails how the practitioners in the organization can utilize the experiences and principles to assist in managing the employees effectively to ensure optimum results. HRM is often concerned with creating an enabling environment for higher productivity and profit maximization. The HRM process incorporates a wide range of activities that include recruitment, selection, hiring, orientation, induction, training, skill development, feedback, performance appraisal, incentives, rewards and compensation, maintenance of workplace safety, staff motivation, health, and welfare plans, change management (Boxall *et al.*, 2007) [8]. According to Chuang, Jackson, and Jiang (2016) [10], organizations use HRM to stimulate effective knowledge behaviors and develop the depth and content of their knowledge stock to enhance employees' productivity capabilities. HRM also aims to maintain good relations across the entire organization and the different levels of management.

Human Resource Development is mainly concerned with the continuous development functions implemented to improve the performance of those working in an organization. Human resources functions are connected to skill development, knowledge enhancement, and increasing the competency of employees to maximize production. Human resource professionals often carry out most organizational learning and learning activities to ensure employees' skills and knowledge remain relevant for corporate development. Swanson and Holton (2009) [44] define HRD as "the process of developing and unleashing the expertise to improve individual, team, work process, and organizational system performance" (p. 4). Swanson and Holton elaborated that this definition is not concerned with who the actual works of HRD or at what level the work is done within an organization. Other definitions of HRD are reviewed in Swanson and Holton (2009) [44] and Garavan

and Carbery (2012) [12]. These definitions' view HRD as something done within organizations to improve performance. There is little concern with societal and global issues expressed in most HRD definitions (Garavan & Carbery, 2012) [12]. Accordingly, HRD interventions include training and staff development activities and organization development activities. The training and development component focuses on improving the performance of individual employees as well as creating an enabling environment in the areas of machinery or gadgets for maximizing production.

On the other hand, organizational development creates conditions that help the employees unleash their creativity to boost performance. Ardichvili (2012) [1], however, pointed out that even though HR aims to streamline and increase an organization's efficacy and growth, this has resulted in its fixation with performance outcomes at the expense of holistic, sustainable development of the employees and society. Ardichvili further pointed out that the goals of HR are mainly embedded in training and development methods to increase productivity. Such a move has relegated sustainable practices by the employees and management from the mainstream of organizational development goals. These ethics have limited sustainability practices, preventing them from being considered mainstream goals and practices of organizational development.

However, in recent times, both HRD and HRM practices in organizations have cautiously considered sustainability and sustainable development ideas through their practices. The quest is to engage the employees and other stakeholders with much of the decision-making processes to take active steps in handling the affairs of green practices. The need for these sectors to be able to use available resources and their practices to promote efficient and sustainable use of resources has received much attention from several scholars (Apergis & Garcia, 2019; Gyimah & Janish, 2022; Kirchoff, Tate, *et al*., 2016; Opatha & Arulrajah, 2014; Rawashdeh, 2018) [3, 17, 21, 28, 35]. Several studies point to the significance of sustainable environmental policies and practices that can act as a cornerstone for developing the economies of organizations and society. In addition, Roscoe *et al*. (2019) [35] stressed that sustainable HRM and HRD practices provide employees with practical initiatives to enhance the organizations' development concerning green developmental goals. The human resources department in an organization can help employees and managers develop their green abilities through motivation and the provision of green opportunities.

McGuire (2010) [27] issued a call for HR to become involved in organizations to help them address the concerns relating to environmental sustainability. Human resource activities and programs that have a sustainability-related focus are known as "green HRD" (GHR), and GHRD is part of a conceptual theme identified as corporate social responsibility (CSR); green HRD (GHRD) has increasingly become a concern for many organizations (Valentin, 2017) [46]. As with HRD, varied definitions of CSR exist. One definition is the following:

"The obligation of the firm is to use its resources in ways that benefit society, through committed participation as a member of society, taking into account society at large, and improving the welfare of society at large independently of direct gains of the company." (Stahl & Grigsby, 2001 p.

287, cited in Bierema and D'Abundo, 2003) [6].

3.2 Sustainability literature
Sustainability has received much attention across the globe in recent times. Several agencies, organizations, and disciplines such as engineering, education, agriculture, and so on have raised their voices about the activities of organizations contributing to the over-consumption and exploitation of Earth's resources. In their quest for economic might and increased GDP, many organizations and nations have contributed to overexploiting the resources to serve their parochial interest. At a time when natural disasters such as melting glaciers, intense and long-lasting forest fires, as well as severe weather systems seem to be occurring with greater frequency due to climate change, the resulting extinction of many species of fauna and flora worldwide calls into question the path of our consumption of resources. According to Kuhlman and Farrington (2010) [22], sustainability concerns how we manage our social, economic, and environmental activities as people. The proponents of sustainable practices worldwide call for consideration of the well-being of future generations with respect to renewable and non-renewable resources. The sustainable development agenda calls for global and institutional development that meets the needs and expectations of the present generation without jeopardizing the future generation's needs. The United Nations (2010) report on climate change noted that the consequences of unchecked human practices pose a serious threat to the survival of future generations.

Goldman and Yavetz (2017) [15] acknowledged that human impact on Earth's natural systems today calls for the urgency of creating and embracing sustainable ways of living. Opatha and Arulrajah (2014) [28] added that the environmentally destructive nature of organizations as they strive for their survival and more capital accumulation has resulted in outcomes of current environmental mismanagement and abuse globally. In addition, Rugman and Verbeke (1998) [37] pointed out some of the universal and sectoral challenges that sustainability advocates go through to educate individuals to live by pro-environmental practices. The authors hoped to contribute to solving complex and significant challenges of the twenty-first century, including climate change, resource depletion, and biodiversity and ecosystem integrity reduction. Organizations are responsible for environmental degradation. The authors further lamented the greed of some individuals and organizations as their aim of accumulating more capital results in ecological activities that do not consider what should be left behind for future generations. Harris and Tregidga (2012) [19] indicated that to achieve successful human resources practices in organizations, all stakeholders, from management to those at the bottom of the hierarchy, must exhibit positive pro-environmental behavior change. For instance, successful sustainable human resource practices in organizations require critical and constructive behavior from all parties involved. Saeed *et al*. (2018) [39] further expressed that the success of green organizational initiatives hinges on the employees' and management's pro-environmental actions. However, integrating green practices into conventional human resources practice has been challenging since many organizations' setups still favor traditional HR practitioners' guiding employees to "unleash" their potential for higher productivity. They further

emphasize that in talking about sustainable organizational behaviors, the stakeholders should focus on the natural environment, financial performance, and how the systems in the organization work towards sustainable development.

Saeed *et al.* (2018) [39] proposed that for HR to achieve its green agenda in organizations, the practitioners must integrate their functions, such as training and development, organizational development, performance management appraisal, reward and compensation, and empowerment with elements of green initiatives. Environmental knowledge and other practices can always be measured to ensure that employees and management can put what they have learned or know into practice. Baric (2017) [4] reviewed the literature between 2005 and 2016 regarding CSR programs, stakeholder theory, and information-communication technologies and noted that many organizations have been undertaking CSR programs. He concluded that CSR programs had evolved from being viewed as a potentially burdensome undertaking that corporations only reluctantly undertook to be considered as an undertaking critical to an organization's success. He concluded that as companies increasingly are globalized, the number of stakeholders increases, and CSR programs provide a way of addressing the varied interests of these stakeholders. Companies use CSR programs to differentiate themselves from competitors for their stakeholders, thereby gaining competitive advantages for themselves.

3.3 Theoretical Framework

In the field of human resources, systems theory has gained wide acceptance as a critical perspective for viewing and analyzing organizations (Gyimah, 2023; Rahman & Bockarie, 2022; Rahman, 2020; Senge, 1990; Swanson & Holton, 2009; Yawson, 2013) [18, 31, 33, 44, 49]. The theoretical basis for this study was General Systems Theory (von Bertalanffy, 1968, as cited in Swanson & Holton, 2009, p. 128-129) [51, 44]. Systems theory is seen as one of the foundational theories of HRD (Swanson & Holton). One of the organizational performance perspectives founded on systems theory is the Rummler-Brache model of organizational performance (Rummler & Brache, 1995, 2012; Swanson & Holton, 2009) [38, 44]. This model views organizations holistically as systems and examines three levels of an organization's performance: the organization level, the process level, and the individual/job performer level. Within each level, three "performance needs" (Rummler & Brache, 1995, p. 18) [38] are examined: the goals, the design, and the management. Thus, a 3x3 matrix is created, and this model provides nine areas of organizational performance that can be examined. The following paragraphs describe the nine performance variables of this matrix. The Rummler-Brache multilevel model was used in this literature review to assess the scholarly articles concerning HR vis-a-vis sustainability.

The first performance variable is defined as organizational goals. An organization must have goals that define how its resources are used and for what purpose. Typically, an organization will formulate a mission, vision, and value statement, creating a strategic plan. These are the high-level drivers that orient an organization's efforts. The strategy must make sense of the organization's context. This level includes whether the strategy has been communicated and whether expected performance has been articulated clearly.

The second performance variable is the organization's design. These variables concern whether the organization has the functional structures required to achieve the stated strategic goals. For example, larger national or multinational organizations must decide how to structure their divisions, perhaps choosing a centralized or decentralized structure.

The third performance variable is concerned with organizational management. While organizational goals may be set, corporate management ensures that those goals are achieved. Functional goals are set within departments that align with the strategic goals, and performance is measured. Appropriate resource allocation is assessed.

The fourth performance variable is at the process level and assesses whether process goals have been set for processes. All organizations carry out several processes that ensure they achieve their strategic objectives. Processes must set goals congruent with the organization's objectives and the client's requirements. Rummler and Brache (1995) [38] commented that generally, the processes in organizations are the least understood and least managed domain of performance (p. 45). Processes are categorized as primary (directly resulting in a product or service), support processes (not now visible to the client), and management processes.

The fifth performance variable is called process design. Processes within organizations need to be designed to ensure they are efficient and effective. Furthermore, various processes in organizations may interact, so the interaction of these processes must be assessed and designed to maximize efficiency and effectiveness. For example, one of the authors was involved in an organization that spent millions annually on maintenance of technical equipment, only to have that same equipment "evergreened" to be replaced a few months later. When these processes were redesigned, savings in the millions of dollars annually were realized for the organization.

The sixth performance variable is concerned with the management of processes. After goals are set for processes and the processes have been designed, the functioning of the processes must be assessed and managed. Intervention by people at some point is essential because, as Rummler and Brache stated, "Unfortunately, even the most logical, goal-directed processes don't manage themselves" (p. 53). Management of processes consists of process goal management, performance management, resource management, and process interface management. Process interfaces exist where one department hands off its respective work product to another department.

The seventh performance variable is concerned with the job/performer goals. These variables check whether the people in a role have specified goals. People need to know what they are expected to do in a role. The goals of each employee must be linked to process requirements, which in turn must be congruent with the client and organizational expectations.

The eighth performance variable is called job design. In an organization, each job or role must be designed so people in those roles can perform effectively. Such design entails having policies that guide how the job will be carried out. It also includes having the work environment structured in a way that is not a barrier to work being done. For example, ergonomic design and resource availability are essential considerations for a well-designed job. Equally important is having job goals and responsibilities specified and assigned accordingly for each role.

The ninth performance variable is concerned with

job/performer management. This variable is involved with ascertaining whether the performer knows what is expected of them, is provided with clear communication about priorities, is receiving feedback about their performance, has the appropriate knowledge and skills to do their job, and can do their work (physical, emotional, mental).

Together, these nine performance variables provide insight into an organization's performance in a holistic manner. This multilevel approach views organizations as adaptive systems (Rummler & Brache, 1995) [38] that convert various resources into desired products and services. Using this model to examine organizations provides a systems view, which results in a horizontal appreciation of the organizational activities that are different from the usual vertical, hierarchical view of organizations. This model provides a powerful way to analyze organizational performance issues and design performance solutions. Within this literature review focused on HR and sustainability, the Rummler-Brache model provides a way to assess the focus of the reviewed scholarly literature on green HR work through a performance-based lens.

4. Methodology

In literature reviews, researchers often use systematic, integrative, and semi-systematic methods (Snyder, 2019) [43]. This study's semi-systematic or narrative review approach helped us find topics conceptualized differently and studied by various researchers within diverse disciplines that hinder a complete systematic review process (Wong *et al*., 2013) [48]. We used a semi-systematic review method because it was an ideal way to map theoretical approaches or themes and identify knowledge gaps within the literature.

The search terms were used to locate scholarly articles pertaining to the subject of this literature review. A list of search terms was generated, and these search terms were used in Google Scholar to conduct online searches of articles. The search terms included the following sets of terms: "Human resource development" sustainability; HRD sustainability; Green "Human resource development"; "Human resource development" environmentalism; Organizations Sustainability; Challenges of green HRD; Renewable energy HRD; Organizational performance green; Organizational performance sustainability; Critical Green Human Resource Development; implementation of green "human resource development"; green" human resource development "measurement scale; green "human resource development" proposed model; green "human resource development" "corporate social responsibility."

These search terms each produced a vast number of results. For example, the first term, "human resource development" sustainability, produced almost 91,000 results. Constraining the search period for those articles published from 2015 to 2021 reduced the results to 17,100 search results in Google Scholar. Therefore, for all the search terms, we decided to search only for articles published from 2015 to 2021. Next, we looked at the first 100 articles identified by Google Scholar as most relevant to our search terms for each search term's search results. For these 100 articles, we reviewed the summary of the articles as noted in Google Scholar. Then, we decided whether to include these articles in our short list of articles to review more closely. The decision criteria included the following considerations: the article had to be published in a scholarly, peer-reviewed journal and relevant to the study. The article was concerned with both human

resources issues and environmental sustainability. As a result, we produced a short list of 214 articles we reviewed individually to make our final list of articles to review for this study. Our definitive list of articles consisted of 83 peer-reviewed articles. The final list of articles included reports about original research, conceptual articles, and literature reviews relating to HR.

The 83 articles which were reviewed for the present study appeared in the following peer reviewed journals: Journal of Cleaner Production, Entrepreneurship and Sustainability Issues, Advances in Developing Human Resources, Sustainability, Tourism Management, Environmental Science and Pollution Research, Sustainable Production and Consumption, Management of Environmental Quality: An International Journal, Human Resource Development Review, International Journal of Energy Sector Management, Business Strategy Environment, International Journal of Manpower, Cogent Business & Management, Canadian Center of Science and Education, Journal of Sustainable Tourism, Technological Forecasting & Social Change, Corporate Social Responsibility and Environmental Management, Annals of Contemporary Developments in Management & HR, European Journal of Training and Development, Tourism Management, Information Systems Journal, Journal of Resources Development and Management, Journal of Organization and Business, Journal of Sustainable Tourism, Journal of Qualitative Research in Health Sciences, Construction Management and Economics, Benchmarking: An International Journal, Sustainable Development, Journal of Manufacturing Technology Management, Jurnal Manajemen dan Bisnis, International Journal of Hospitality Management, Sains Humanika, Management Science Letters, Budapest International Research and Critics Institute-Journal (BIRCI-Journal), The International Journal of Human Resource Management, International Journal of Business and Economics, International Journal of Physical Distribution & Logistics Management, Contemporary political theory.

We used content analysis to analyze each article. A spreadsheet was created to gather information about each article. In particular, the spreadsheet tracked which of the nine performance variables of the Rummler-Brache performance model (Rummler & Brache, 1995) [38] were discussed in some way in the reviewed article. In some articles, only one variable was mentioned; in others, several or even all nine variables were mentioned. None of the articles referred to the Rummler-Brache model directly. Therefore, a certain amount of judgment and interpretation was used to define which performance variable was discussed in each article. In this regard, it is relevant to mention that both authors are doctoral students in human resource development. One of the authors has extensive organization development and training and development experience in both an internal and external consultant role in various organizations. The other author has years of experience in a training and development capacity in different countries and organizations. To reduce the possibility of inter-rater error, the two authors initially reviewed several articles together to ensure a standard assessment procedure was used. Each author reviewed approximately half the articles.

5. Results

Based on the analysis, we identified the frequency with

which each of the nine performance variables of the Rummler-Brache multilevel model of organizational performance appeared in the 83 articles reviewed (Table 1). The analysis results revealed that in the 83 articles, eight performance variables were discussed between 22-58 times. Still, the performance variable "job design" was only discussed six times in the literature.

Table 1: Analysis results of 83 articles using the Rummler-Brache model

	Organization	Process	Job/Performer
Goals	58	39	28
Design	20	22	6
Management	41	31	22

The results show that the performance variable "organizational goals" was discussed in the literature 58 times. Organizational goals are concerned with the articulation of the mission and vision of the organization. A key document is a strategic plan which outlines the high-level direction an organization wants to take. Organizational goals include the values espoused by the organization. Having goals involves setting direction and expectations (financial and non-financial), which are customer-oriented (Rummler & Brache, 1995, p. 35) [38]. Organizational goals also involve considering the environment and context in which an organization operates. Therefore, competitors, suppliers, partners, and customers are incorporated into setting goals. Many studies discussed stakeholders, green supply chain management, and the organization's culture. Therefore, it is apparent that scholars attach significant importance to the organizational goal performance variable.

The performance variable that appeared least often in the reviewed literature was job design. An interesting question arising from this finding is how organizations expect to achieve sustainability-related results described in their strategic plans if a role is perhaps not designed to enable the individual worker to achieve the organizational goals. After all, the individual employees will enact the strategic plan. One of the aspects of this performance variable is how individual job tasks are sequenced (Rummler & Brache, 1995) [38]. This becomes important because if task sequences are not specified, how can employees be expected to achieve the sustainability-related goals of the organization?

The performance variable "job management" was discussed in the reviewed literature 22 times out of 83 times. This performance variable ensures that employees have the knowledge, skills, and abilities to do their jobs and work in an environment that enables them to do their work. This variable can be broken into six components: skills and knowledge, individual capacity, feedback, consequences, performance specifications, and task support (Rummler & Brache, 1995, p. 71) [38]. For example, if an organization wants to transform to become more "green," from the perspective of the "job management" variable, it would be crucial to ensure standards are in place for the person in the role. Similarly, having a strategic plan and associated policies to achieve green goals, an organization should have consequences for employees who do not work accordingly.

6. Discussion and Recommendations
Our study examined what scholars were studying about HR and environmental sustainability, and we did this from a perspective of organizational performance using the

Rummler and Brache (1995) [38] model. According to Spector (2013) [42], going green involves transforming organizations. We reviewed several studies that brought this out and focused on transformational leadership and organizational strategy, both captured by the performance variable "organization goals." The motivation for companies to go green can vary. For example, a 2009 study (Berns *et al.*, 2009) [5] found three reasons for companies to become more environmentally sustainable in the USA: government regulations, consumer preferences, and employee preferences. Spector (2013) [42] states that while government regulations are the primary motivator for companies to change in the USA, in Europe, customer preferences are the primary motivator for going green. Awareness of such international differences is of strategic value for globally operating businesses, and therefore, HR professionals would be involved in designing and implementing HR programs accordingly.

An organization's progress toward the planned goals must be monitored and evaluated, which is the purview of corporate governance. According to Borggraefe (2016) [7], in a corporate organizational structure, the area called corporate governance includes issues such as CSR and green HR (Valentin, 2017) [46]. Within the Rummler - Brache model of performance (Rummler & Brache, 1995) [38], governance involves the organization's goals and management performance variables, which were discussed 58 times and 41 times in our study. Governance refers to rules and practices through which an organization establishes accountability, transparency, and fairness in its dealings with its stakeholders (Borggraefe, 2016) [7]. Governance includes abiding by laws and regulations; however, some scholars also define governance as having ethical business operations, according to Borggraefe (2016) [7] Adds that HR staff can influence compliance with governance frameworks in several key areas, focusing on organizations' compliance systems and processes. These areas are:

- Recruitment.
- Performance management systems.
- Disciplinary case management (how they are conducted and results communicated).
- Training (Borggraefe, 2016 p. 1055) [7].

In the results of our reviewed literature, the three variables of process goals, design, and management were significantly discussed (39, 22, and 31 times, respectively). This speaks to the importance of organizational processes in achieving organizational objectives. One particular process type frequently addressed in the reviewed articles was green supply chain management (GSCM). GSCM is an approach that concerns itself with more than just the profit motivation of corporations. A GSCM approach also looks at how products or services can be provided sustainably. For example, Canciglieri Junior, Reche, and Esterilio (2018) [9] discuss product development literature linked to green supply chain management. In this approach, decisions about product development are made in conjunction with selecting suppliers to emphasize environmental sustainability throughout various processes involved in green product development. As globalization has increased, the supply chains have become global. Managing the supply chains for efficiency and consistency provides improvements in profits. HRD professionals are vital resources to assist in

strategic planning, creating corporate cultures, creating performance management systems, developing accountability systems, recruiting, and other pro-green organizational development and performance programs. An example of a sustainable supply chain management process is provided by Spector (2013) [42], who discusses the process McDonald's Corporation created. To adopt green practices, McDonald's created the Supply Chain Working Group in 2006 to transform itself and its supply chain partners. The joint objective was to be more environmentally sustainable in their operations and the products they each provided in the supply chain. This transformation was achieved without sacrificing corporate profits (Spector, 2013) [42], indicating that profitability and sustainable practices can go hand in hand without sacrificing one for the other.

The literature reviewed showed that only six studies examined the "job design performance variable." This variable is concerned with how circumstances are arranged for an individual performer. For example, ergonomics, sequence of job activities, and job-related policies and procedures are all included in this variable (Rummler & Brache, 1995) [38]. Considering the results through a lens of critical HR (Maycunich et al., 2003) [26], our finding raises the question of whether people are, in fact, the most valuable assets of an organization, as is commonly claimed by many organizations. HR scholars may also feel challenged to focus more on studying the circumstances in which individual performers are asked to do their work. For example, accounts in the media of garment workers who work in deplorable conditions, sometimes leading to their deaths, and accounts of other hazards faced by workers need to be researched in relation to HRD and organizational performance, combined with a focus on sustainability. In addition, future research may examine the relationship between corporate profit motives (as described in corporate reports and strategic plans), safety-related job design factors, as well as the role played (or not played) by HRD professionals.

The prominence of GHR is gaining momentum (Baric, 2017) [4]. Economic avarice has seen over-exploitation of non-renewable resources. Many in the domain of sustainable development advocate for green HR ethos to influence employees and management at all levels of practice. Ironically, the advancement of GHR has experienced resistance from pro-profit and far-right leadership in organizations and countries, even though the literature discussed above presents clear advantages for corporations resulting from implementing sustainability-related initiatives. Nevertheless, HR practitioners can substantially support transforming organizations into sustainable, green organizations by influencing various activities, processes, and goals (Collier & Esteban, 2007; Lee & Yoon, 2018; Rahman & Bockarie, 2023; Rahman, 2021; Wieland & Nair, 2016) [11, 24, 32, 34]. Adapting innovative green praxis could enhance and sustain the organization's competitiveness and appeal to customers.

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