

Role of Green HRM practices and Use of Artificial Intelligence on organizational sustainability: a review of the literature using SCM-TBFO framework

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ABSTRACT

Purpose – Contemporary business research underscores the pivotal the contribution of strategically applied artificial intelligence (AI) and green human resource management (HRM) techniques to the development of environmentally friendly service practices in multinational firms.

Design/methodology/approach – Following PRISMA guidelines, this research reviews the literature in a methodical manner, examining 76 articles from esteemed journals spanning 2000 to 2022. The SCM-TBFO framework guides the analysis, focusing on Green HRM practices and AI applications in fostering green service behaviors. This study fills in the gaps in the literature by carefully reviewing the literature in this subject and using the school of thought (S), contexts (C), methods (M), triggers (T), barriers (B), facilitators (F), and outcomes (O) framework (SCM- TBFO) for a thorough assessment that is complete.

Findings – The study demonstrates how the subject of green HRM is constantly changing and how AI might support green service initiatives for large corporations. Internationalization theory, institutional theory, and the evolutionary theory of innovation are important schools of thought. Strategy-related, organizational culture-focused, and resource-related variables are all included in facilitators. Autonomy, information dispersion, danger of leaking, breadth of search, uncertainty, and institutional gaps are some of the obstacles.

Originality/value – Synthesizing literature, this study offers an overview Discusses how AI and eco-friendly HRM techniques affect the promotion of eco-friendly service practices in global corporations. Proposing a holistic model, the framework integrates Green HRM and AI elements, offering applicability across research domains. It suggests future research agendas and provides practical insights for practitioners aiming at sustainable results in the areas of technology innovation and environmentally friendly business practices.

Keywords: Green HRM practices, SCM-TBFO, Organizational sustainability, artificial intelligence (AI).

1. INTRODUCTION

AI, or artificial intelligence, is constantly working towards the goal of meeting the requirements of Industry 4.0. This is accomplished by changing conventional organizations into smart factories, which allow for the reduction of human Labor and the utilization of its employees' talents for the purpose of achieving organizational sustainability ([Rana et al., 2021](#)). In spite of this, commercial organizations in economies that are developing are experiencing difficulties on both the internal and external environments. Organizations, on the one hand, are required to turn itself into smart factories in order to fulfil the requirements of Industry 4.0. On the other hand, they are also required to be sensitive to the shifting demands placed on their customers and the environment. As the pressures to preserve the environment, cut down on waste, and implement rules that promote cleaner manufacturing continue to mount, businesses are turning their pay attention to the use of green HRM (green human resource management) strategies. Businesses are using artificial intelligence (AI) to meet the demands of their stakeholders both domestically and globally as well as to achieve their goals ([Nisar et al., 2021](#)). Artificial intelligence provides businesses with the most cutting-edge digital technology, cloud data storage and computing facilities, decision-making apps, and intelligent analytical tools with which to operate. In this chapter, we will discuss the function that artificial intelligence plays in the process of embracing and carrying out green approaches to management of human resources. The research on green HRM and artificial intelligence will be covered in the next section. In this chapter, we'll talk about the most recent instances and issues that have come up in the sector ([R. Imran et al., 2021](#)).

Innovative strategies for businesses looking to improve their environmental sustainability include the incorporation of Green HRM practices and the use of artificial intelligence (AI) to mould environmental service behaviours. Exploring the convergence of these two fields is crucial because it has the potential to completely change how companies utilise technology to intelligently connect their HR strategy with environmentally conscious goals. This literature review examines the intricate relationship between artificial intelligence (AI) and green human resource management (HRM) practices using the Sustainable Consumption and Marketing - Technology, Behaviour, Framework, and Outcomes (SCM-TBFO) framework. This framework provides a structured viewpoint for analysing and understanding the many connections between AI and green HRM practices and how those connections impact green service habits in companies. ([Shayegan et al., 2023](#)).

Organisations have realised in recent years how critical it is to implement environmentally friendly practices, both as a strategic economic choice and as a moral obligation. Recruiting, training, and performance management are all included in green HRM practices, which provide a comprehensive way to integrate sustainability into company culture. Simultaneously, the incorporation of AI technology adds a new level of complexity and promises accuracy and efficiency in decision-making. This research intends to give a thorough knowledge of how the

synergy between Green HRM practices and AI might help to creating green service behaviour inside organizations by evaluating the available literature via the SCM-TBFO framework. This exploration is essential for businesses seeking to navigate the evolving landscape of sustainability and technology in tandem, ensuring that their strategies are not only efficient but also environmentally responsible ([Kayani et al., n.d.](#)).

Table 1 & Figure 1 offers a comprehensive overview of scholarly publications from Scopus journal Q1, Q2, Q3, journal ranking that includes the quantity of publications. The quantity of publications varies throughout this time, with the highest count in 2021 at 45 and the lowest in 2013 at 12. The percentage of these publications concerning the total varies accordingly, reaching a peak in 2021 at 11.78%. This data allows for the observation of trends in scholarly output, the relative contribution of these publications to the total, their citation patterns, and their impact within the academic community, providing valuable insights for researchers and institutions alike.

Table 1 The frequency of articles by year of publications

Year	No. of Publications	% of Pub. (out of Total publications)
2010	19	4.97%
2011	13	3.40%
2012	14	3.66%
2013	12	3.14%
2014	16	4.18%
2015	19	4.97%
2016	14	3.66%
2017	21	5.49%
2018	20	5.23%
2019	43	11.25%
2020	36	9.42%
2021	45	11.78%
2022	44	11.51%
2023	31	8.11%

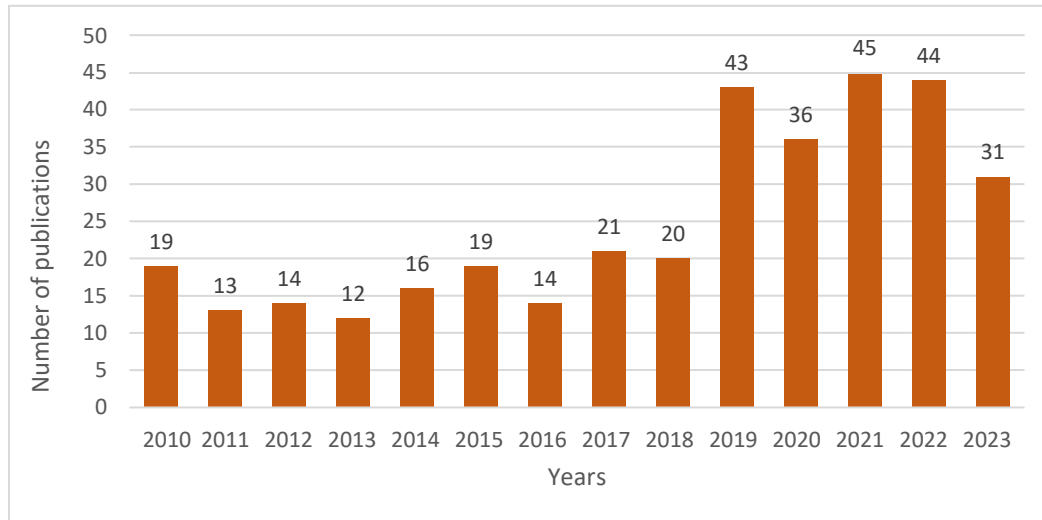


Figure 1 Number of publications

2. Literature Review

2.1 Identification of the relevant literature

Green Human Resource Management (GHRM) is a concept that has gained prominence in tackling modern environmental issues. This strategy, which was first referred to as "green HRM" and then officially recognised as GHRM in literature, is a calculated combination of human resource management techniques with environmental sustainability objectives. It's important to understand the subtle distinctions between GHRM and Sustainable Human Resource Management (SHRM), notwithstanding the fact that the terms are sometimes used interchangeably. SHRM, as expressed by (S. Singh & Dhir, 2023), adopts a more expansive approach, encapsulating the Threefold Ethic: Ethic, the environment, and profit. By way of comparison, GHRM focuses on the ecological aspect of organisational operations and analyses how they affect the environment.

The defining characteristics of GHRM were articulated by (Ansari et al., 2022)(Aldaas et al., 2022) He defined it as a phenomenon pertinent to comprehending the complex interactions between the complex design, development, application, and effect of HRM systems and the complex linkages between organisational activities and the natural environment.

This explanation highlights the multifaceted character of GHRM by situating it at the nexus of organisational behaviour, environmental sustainability, and strategic management. In practice, HRM functions as the organizational tool that orchestrates the integration of human beings into the pursuit of environmental sustainability. A collection of procedures that cover all of an organization's operations help to ease this integration. These kinds of procedures are used all throughout the employee life cycle, from the time of employment till the person leaves. The integration of environmental factors into many aspects of the work experience is ensured by this comprehensive approach. This integration is facilitated through a set of practices that traverse the many roles that organisations play. These kinds of procedures are used all throughout the employee life cycle, from the time of employment till the person leaves. This holistic approach ensures that environmental considerations are interwoven into various facets of the employee experience ([Gomes et al., 2023](#))([Song et al., 2023](#)).

Numerous green practices, frequently cited in the literature, encapsulate the essence of GHRM. According to ([Rupa et al., n.d.](#)) These procedures include hiring and selection, incentive programmes, green groups, training and development, and performance management and evaluation, designated groups within organizations with a specific focus on environmental sustainability, are also highlighted as a recurring green practice ([Kiran et al., 2023](#)). Collectively, these activities provide the operational foundation of GHRM, functioning in harmony to integrate environmental accountability into the organizational genetic makeup.

The theoretical underpinnings of GHRM are rooted in models and frameworks that guide the creation and use of eco-friendly HR procedures. The concept known as Abilities, Motivation, and Opportunities (AMO), as described by ([Shanthi et al., 2023](#))([Fawehinmi et al., 2022](#)) serves as a prominent guiding compass for GHRM practices. According to this approach, workers' talents (competencies), motivation, and the possibilities they have to act on environmental sustainability interact dynamically to determine performance. ([Garg et al., 2018](#)). By leveraging the AMO model, organizations can strategically align HR practices with environmental goals, fostering a synergy between human capabilities and environmental stewardship.

Additionally, the resource-based theory finds widespread application as a theoretical framework for GHRM integration of HRM with other organisational domains. This is particularly evident in green supply chain (GSC) management, where the resource-based theory is harnessed to understand how organizations can leverage their human resources for sustainable practices all the way through the chain of supplies ([Yong et al., 2022](#)).

The effects of GHRM extends beyond the confines of the organizational structure, contributing significantly to broader societal and environmental goals. One of the foremost contributions lies in the reduction of energy and natural resource consumption ([Masud et al., 2023](#)). It has been shown that organizations adopting GHRM strategies reduce their energy use, thereby mitigating their environmental footprint. Additionally, GHRM plays a pivotal role in reducing travel-related environmental impacts, fostering sustainable work environments, and

decreasing carbon dioxide (CO₂) emissions ([Sherfuddin et al., n.d.](#)). These outcomes reflect the tangible environmental benefits that GHRM brings to the fore.

Moreover, GHRM supports the growth, happiness, the wellbeing and health of the workforce. Investigation by ([Nisar et al., 2021](#)) underscores how GHRM practices enhance employee creativity and capacity for change, aligning human potential with environmental sustainability. The synergy between GHRM and employee satisfaction is further exemplified by the attraction and retention of competent employees due to the business's long-standing reputation in the community. Dual impact environmental and human-centric positions GHRM as a multifaceted approach that not only addresses ecological concerns but also enhances the overall well-being of organizational members.

Even though although there is a growing body of literature on green human resource management, or GHRM, there are still significant research gaps that need filling. Firstly, although earlier studies have looked at the effects of GHRM practices on various organisational outcomes, there aren't many that focus on a comprehensive frugal model that includes the underlying mechanisms that connect GHRM to a range of pro-environmental actions. ([Ren et al., 2018](#)) The conceptual model put out in one of the research proposes to integrate frameworks such as social exchange theory and the ability-motivation-opportunity framework, reformed attitude theories, and social information processing; however, there are currently few empirical investigations that support such a model. The literature study also emphasises how artificial intelligence is becoming more and more prevalent in HR technology, and how this might revolutionise green HRM practices. However, there is a need for more in-depth investigations into how organizations are currently leveraging artificial intelligence in green HRM processes and the specific advantages it may provide. ([Pham,Thanh, et al., 2019](#)). Furthermore, there is disagreement on the term, conceptualization, and measurement of GHRM, suggesting a need for future studies to address these foundational aspects and contribute to the theoretical development of the field. Overall, the identified research gaps underscore the importance of further empirical research, theoretical refinement, and a deeper understanding of how new technologies support the development of green HR practices and the ways in which they impact an organization's capacity to survive.

2.2 Method

The study's second phase involved identifying the components for the framework utilized in the research. This was accomplished by looking at current literature review articles that addressed "Green HRM practices."

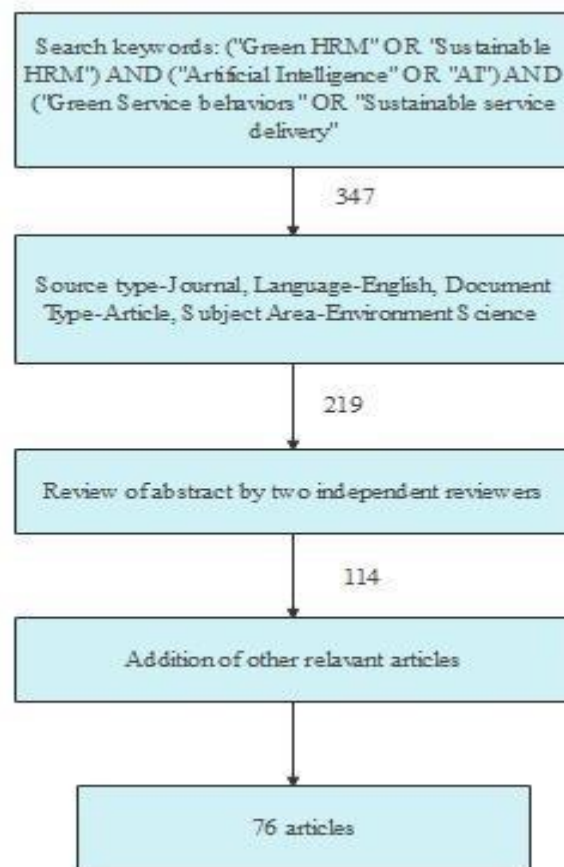


Figure 2 Stepwise article selection process

In the figure 2, keywords cover many literature streams, these papers were ignored. 76 articles made up the final list, which serves as a conceptual framework for innovation and information transfer in global firms between 2000 and 2023. This is because, when filtering the articles, it was discovered that the study's initial year was 2000. Table 2 below contains a list of the journal's bibliographic sources.

Table 2 Bibliographic sources of the articles

S. no	Name of the Journal	Number of publications
1	Elsevier Sci Ltd	4
2	Cambridge University Press	2
3	Hindawi Publishing Corporation	8
4	IEEE-Inst Electrical Electronics Engineers Inc	9
5	John Wiley and Sons Inc	3
6	MDPI	11
7	Springer	18

8	Taylor & Francis Ltd	9
9	World Scientific Ltd	4
10	Association for Computing Machinery	4

Table 2 provides an overview of research publications distributed among diverse academic journals, showcasing the quantity of contributions associated with each. Among the listed journals, Elsevier Sci Ltd, a prominent academic publishing company, accounts for four publications, indicative of its widespread engagement across various scientific and technical domains. Cambridge University Press, known for its scholarly contributions, is represented by two publications, possibly reflecting high-impact research in specific disciplines. The Hindawi Publishing Corporation, as an open-access publisher, is associated with eight publications, underlining its commitment to making research widely accessible. The IEEE-Inst Electrical Electronics Engineers Inc, a respected organization in the field of electrical and electronics engineering, demonstrates a substantial presence with nine publications, suggesting a significant contribution to the advancement of these domains. John Wiley and Sons Inc, MDPI, Springer, Taylor & Francis Ltd, World Scientific Ltd, and the Association for Computing Machinery also feature in the table, with varying numbers of publications, showcasing a rich diversity of research across disciplines ranging from computer science to general science and engineering. This comprehensive distribution across journals underscores the multidisciplinary nature of the academic research landscape.

The SCM-TBFO framework offers a thorough and nuanced understanding of the field of study, providing insights into a range of viewpoints, methodologies, and important variables. ([S. Singh & Dhir, 2023](#)) Compared to other frameworks for structured literature reviews, such as antecedents-decision-outcomes and theory-context-characteristics-methodology, the SCM-TBFO framework is more successful in uncovering the underlying assumptions, prejudices, and opinions that impact a given area of research. It also facilitates the identification of significant triggers and facilitators, which aids in the identification of gaps in the literature from a range of perspectives.

SCM-TBFO framework

3.1 School of thoughts (S)

In the field of "Green HRM practices and Use of Artificial Intelligence," researchers have created and examined a variety of theories to investigate the what (outcomes), the how (barriers and facilitators), and the why (triggers) of this activity. Table 3 enumerates the main theories. Perhaps the paradigm most often used in knowledge transfer and innovation for international businesses is the resource-based idea. ([Hooi et al., 2022](#)) Because of the value and opportunities produced by knowledge influx, multinational corporations that combine

resources are more likely to assimilate, acquire, and exploit information. Furthermore, a variety of knowledge sources can spur innovation and boost the company's expertise. Strategic assets including know-how, patents, and reputations can serve as important differentiators from rivals.

Table 3 Most often researched schools of thinking (S)

Theory	Authors
Strategic HRM (SHRM)	(Brockner et al., 2006) , (Theodoridis & Kraemer, n.d.) , (Jackson et al., 2014) , (Cruces, 2001) , (B. Bin Saeed et al., 2019) , (Jackson & Seo, 2010)
Resource-Based View (RBV)	(Guerci, Longoni, et al., 2016) , (P. Madhani, 2010) , (P. . Madhani, 2010) , (Zahra et al., 2006) , (Wade & Hulland, 2004) , (Winter, 2003)
Institutional Theory	(S. K. Singh et al., 2020) , (Najeeb, 2014) , (Greenwood et al., 2012) , (Waldorff et al., 2013) , (Wright & Ulrich, 2017)
Stakeholder Theory	(B. Bin Saeed et al., 2019) , (Arulrajah & Opatha, 2016) , (Osolase, 2022) , (Guerci, Longoni, et al., 2016) , (Bloom & Reenen, 2013) , (Crary, 2009)
Employee Engagement Theory	(Pham, Tučková, et al., 2019) (Yang et al., 2011) , (Mamatha & Bharmappa, 2022) , (Hejase et al., 2016)
Corporate Social Responsibility	(Ren et al., 2018) , (Yusliza et al., 2017) , (Yong et al., 2020) , (Tiba et al., 2019)
Change Management Theories	(Zaid et al., 2018) , (Zhu et al., 2016) , (Zaid et al., 2018) , (Rothenberg, 2003) , (Tegy, 2010)

The research on "Green HRM practices and Use of Artificial Intelligence" among multinationals has also made use of internationalization theory. It asserts the superior knowledge held by multinational corporations. It offers the company a powerful incentive to make use of resources like knowledge. The degree of internationalization of multinational corporations is influenced by their size, risk-taking stance, and FDI strategy. ([Ari et al., 2020](#)) It makes the case that different geographic environments have different institutions, which are made up of norms, regulations, and cognitive processes. The rules are designed to encourage economic behavior. Institutions enhance information transfer, which has a higher chance of success. When deciding where to base their operations, multinational corporations should take into account the environments in both their home and host countries.

Some theories, like the social network theory, contend that access to important resources is facilitated by the exchange interactions among the network of related enterprises. Interacting with enterprises can lead to the strengthening of knowledge resources. It emphasizes how crucial knowledge exchange is to the expansion, inventiveness, and prosperity of the linked businesses. Furthermore, International firms may benefit from information gained via networks of enterprises and interactions between workers and external stakeholders, according to the social capital hypothesis. ([M. Imran et al., 2021](#)) Artificial intelligence and green HRM practices both benefit from the organizational learning theory. It makes the case that businesses are in charge of producing, preserving, and disseminating knowledge. Information can be exchanged throughout organizations to increase learning objectives.

When a company gains insight into its operations from the experiences of other companies, it attempts to leverage that knowledge through Green HRM practices. The upper echelon theory also emphasizes how crucial top management expertise and knowledge are. It implies that the results at the firm level are influenced by the dynamics of top management. ([Ahmad et al., 2021](#)) Top executives are in charge of a company's performance and strategic decisions at the corporate level. Because their backgrounds have an impact on their strategic decisions, top managers form behavior, attitudes, mindsets, preferences, and expectations based on their experiences. The association between business internationalization and top management expertise in multinational corporations is also researched. ([Halid et al., 2020](#)) The expertise and experience of the senior management also affects innovation and financial results. The expansion of the firm hypothesis emphasizes how the ongoing process of acquiring information affects the firm's growth.

Acquiring more capabilities and resources facilitates a business's assimilation of fresh data, hence fostering its expansion. Thus, knowledge transmission and innovation are the primary processes behind the shift in industries. In conclusion, a variety of reasonable theories on innovation and knowledge transfer in international studies are ignored. The firm's development, the theory of innovation's evolution, institutional theory, social network theory,

social capital theory, internationalisation theory, the firm's knowledge-based perspective, and the theory of organisations learning and upper echelon theory are the theories listed in Table 1 that are most frequently applied. ([Nwagwu et al., 2023](#)) In a variety of countries and industries, including conventional industrial, knowledge-intensive, and capital-intensive organisations, new theoretical foundations are needed to explain artificial intelligence and green HRM practices.

3.2 Context (C)

Despite the fact that research on artificial intelligence and green HRM practices has progressed across numerous nations and sectors, little can be concluded due to the fragmented and diversified nature of the knowledge base. The majority of the research used samples from two or more different nations. ([Institutional et al., n.d.](#)) The majority of the studies on individual countries were from wealthy nations. Additionally, studies on developing nations and newly formed multinational corporations have recently been the focus of attention. This shift might be the outcome of multinational companies' rapid development into developing countries, which is converting Drawbacks into benefits. ([Javaid et al., 2022](#)) Most of the earlier research was carried out in the service, technology-intensive, and manufacturing sectors.

2.2 Methodology (M)

Tables 4 and 5 present the distribution of methods and methodology percentages in research studies. Notably, quantitative analysis emerges as the most prevalent strategy, constituting 26.4% of the studies, indicating a prevalent focus on identifying links and trends in data. Complex machine learning algorithms account for 18.2%, underscoring the utilization of sophisticated techniques for simulating intricate interactions. Structural equation modelling (SEM) is employed in 22.18% of the cases to analyze connections between latent components. Case study analysis represents 16.25% of the research, emphasizing a meticulous examination of specific situations. Theoretical approaches constitute 10.7%, reflecting a dedication to scrutinizing existing ideas and conceptual frameworks. The remaining 6.4% encompasses diverse alternative methods. This distribution highlights the methodological landscape in contemporary research ([Nisar et al., 2021](#))

Table 4 Employed methods in the research study

Methods	Sample studies
Quantitative	(Suharti & Sugiarto, 2020), (Cesário et al., 2022), (Memon et al., 2022), (Khan & Muktar, 2021).
Machine learning	(Sabale & Dr.S, 2022), (Bloom & Reenen, 2013), (Yasin et al., 2023), (Senthilkumar & Suarez-valencia, n.d.).

SEM	(A. Saeed et al., 2022) , (Jehan et al., 2020) , (Zaid & Jaaron, 2022) (Ali et al., 2021) , (Muisyo et al., 2022)
Case studies	(Arulrajah et al., 2016) , (Haddock-millar et al., 2015) , (Hayati et al., 2015)
Theoretical studies	(Hosain & Rahman, 2016) , (Pham et al., 2020) , (Das & Singh, 2017) , (Arulrajah et al., 2016)
Others	(Uddin, 2018) , (Masri & Jaaron, 2017) , (K. Mehta & Chugan, 2015) , (Guerci & Carollo, 2016)

Table 5 Distribution of percentages according to the usage of methods

Methods	Total percentage
Quantitative	26.4%
Machine learning	18.2%
SEM	22.18%
Case studies	16.25%
Theoretical studies	10.7%
Others	6.4%

3.4 Trigger (T)

Most research claims that artificial intelligence and green HRM practices are mostly sparked by competitive pressure. Table 6 addresses the facilitators of green HRM and artificial intelligence.

Table 6 key Triggers

Key Triggers	Articles
Aligning HRM practices with organizational green policies	(Baykal & Bayraktar, 2022) , (P. Mehta & Mehta, 2017) , (Collins & Clark, 2003) , (Deshwal, 2015) (Mishra, 2017)
Employee retention through work engagement	(Mishra, 2017) (Al-Hajri, 2020) , (Yang et al., 2011) ,
Green HRM and employee creativity	(Chapol Ali Fellow et al., 2021) , (Jia et al., 2018) , (Bos-Nehles et al., 2017)
Green HRM and employee engagement	(Guerci, Montanari, et al., 2016) , (K. P. Singh & Pandey, 2021) , (Opatha, 2013) (Sudin, 2011) (Sheopuri & Sheopuri, 2015) , (Santhi & Shankar, 2021)
Green HRM as a strategic tool for enhancing corporate image and brand	(Paulet et al., 2021) , (Hussain et al., 2020) (Ravi Sharan Prasad, 2013) , (Dwyer et al., 2009) , (Bombiak & Marciniuk-Kluska, 2018) , (Yasin et al., 2023)

Businesses must perform in line with international standards as they operate in a highly competitive environment. The local company will respond to freshly introduced products when they are introduced. ([Yashwanth et al., 2020](#)) Academics have offered proof that artificial intelligence and green human resource management methods are made possible by competitive pressure. Competing companies will create and introduce comparable products to safeguard their market position.

Artificial intelligence and green HRM practices are also primarily driven by competitive advantage. To capitalize on local competencies and contribute expertise to enhance local competencies, the multinational establishes a subsidiary company or partners with a local company. The company can differentiate itself and create prospects for artificial intelligence by using green HRM practices. ([Damoah et al., 2021](#)) It will strengthen its competitive advantage as a result. In order to make sure that the product is valued by local customers, Globalisation could provide an opportunity to work with local companies to modify a global product for a regional market. The corporations have the ability to transport, collect, combine, and integrate the exclusive data from places that are advantageous strategically. Global sourcing will increase the range of expertise while reducing environmental risks. Therefore, it might act as a spark for both green HRM and artificial intelligence.

In order to increase local employment and integrate operations, foreign direct investment (FDI) can be beneficial. This could also result in the transfer of expertise in the form of Green HRM from global corporations to domestic businesses. ([Ooi et al., 2023](#)) Artificial intelligence and FDI may consequently serve as a catalyst for green HRM practices. A few writers claimed that shifting customer wants might also serve as an impetus for artificial intelligence and green HR practices. Businesses need to embrace green service standards since client tastes are slowly changing. The businesses engage in the dissemination of environmentally friendly service practices throughout their external network to meet customer expectations.

In conclusion, research suggests that artificial intelligence and green human resource management are sparked by outside factors. ([Gong et al., 2022](#)) Businesses should create plans to get the most out of these triggers. They support the creation of barriers and facilitators that will encourage green service practices in the businesses.

3.5 Barrier (B)

Artificial intelligence and green HRM practices are hampered by obstacles. Table 6 provides specifics regarding the obstacles. Barriers are important for comprehending and improving Within the organization, green HRM techniques and artificial intelligence even if they are not frequently covered in the literature. ([Tweneboa Kodua et al., 2022](#)) Autonomy, increased worldwide spread of information A few of the challenges that have been thoroughly examined in the literature include the possibility of information leaking, the scope of the search, ambiguity, institutional gaps, institutional instability, lack of resources, and cultural distance. The independence of the headquarters may lead to the accomplishment of the company's global objective. However, it may reduce the subsidiary's ability to implement Green HRM practices.

The headquarters' charter will serve as a guide for the management, but subsidiary isn't urged to adopt strategies or make decisions based on the demands of the local market.

The increased variety of green service behaviors suppliers will result in higher transaction and communication expenses. ([Desai & Suri, 2021](#)) As so, it will adversely affect innovation. More knowledge diversity will result from it than can be controlled in terms of efficient coordination and communication. As a result, the business has limited resources for higher-caliber green service practices. The multinational may have information leaks as a result of its commercial dealings with local businesses.

The phrase "limited access to knowledge from unlimited external channels" describes the breadth of an external search. Businesses that use search breadth techniques may find themselves needing to interpret a range of outside data. Integrating data from several sources is one possible impediment to the use of green HRM techniques. ([Ye et al., 2023](#)) The process of innovation and knowledge transfer may be hampered by the unclear origins and components of green service behaviour. High ambiguity causes the transfer process to slow down and necessitates more explanation at every round. Institutional gaps are defined as the weak, dynamic, and ever-evolving institutional system, coupled with their green service behaviour and limited financial support. The Green HRM process is not aided or abetted by this type of approach. In the local context, weak formal institutions will encourage piracy and copying by other businesses, among other institutional dangers. Under these conditions, the company won't be inspired to use artificial intelligence or green human resource management techniques.

Since the design calls for new talents and expensive development requirements, Innovation is also hampered by a shortage of resources, such as labour, expertise, and other elements needed in order to produce goods and services. Described how the firms' lack of funding keeps them from getting the supplies they need for green human resource management. ([Arulrajah & Opatha, 2016](#)) Businesses with larger budgets appear to be more inclined than smaller ones to invest in fresh chances for innovation. Businesses with greater cash and human resources are more likely to innovate. Due to financial constraints, Many companies lack a dedicated R&D staff that works on innovation. Employee dedication and effort are necessary for the adoption of green HRM. As a result, adopting Green HRM will be more challenging if resources are few. Scholars have maintained that culture is essential to the spread of knowledge. ([Masud et al., 2023](#)) The context in which knowledge is produced and shared can have an impact. According to academics, cultural remoteness can make things more unclear, which makes knowledge transmission more challenging. Consequently, there is a negative correlation between cultural remoteness, green HRM, and artificial intelligence.

In conclusion, the obstacles restrict a the capacity of the organization to implement Green HRM practices. The pertinent knowledge transfer literature can offer further context in this field and provide examples of tactics to reduce the severity of these obstacles. Table 7 provides the key barriers to Green HRM practices.

Table 7 key barriers to Green HRM

Barrier	Source
Financial constraints, political and regulatory challenges, cultural and educational factors	(Baykal & Bayraktar, 2022),(Hussain et al., 2020),(Zaid et al., 2018)(Tang et al., 2018),(Saifulina & Carballo-Penela, 2017),(Bombiak & Marciniuk-Kluska, 2018)
Identification of major barriers to GHRM implementation, promoting awareness of the topic among managers	(Bombiak, 2020), (Fayyazi et al., 2015),(Mamun, 2019),,(Barrena-Martinez et al., 2018),(Pham et al., 2020)
Not available in the provided excerpt	(Baykal & Bayraktar, 2022)

3.6 Facilitator (F)

The absorptive capacity, community network, performance evaluation, complementarity of information flows, and investment intensity are some of the primary factors that facilitate the adoption of artificial intelligence and green human resource management (GHRM) techniques. These facilitators are further divided into categories such as strategy-related facilitators, resources, and orientation. Table 8 highlighted the importance of strategy-related facilitators, resources, and culture and orientation. (Wang et al., 2023) By offering appropriate instructions and an atmosphere, the organization's orientation-related culture and facilitators make it possible to apply artificial intelligence processes and green HRM practices. The facilitators associated with strategies are intended to support the efficient execution of certain actions. When a company wants to embrace artificial intelligence and green HRM practices for increased sustainability and creativity, resource-related facilitators are essential.

Table 8 Facilitators of Green HRM practices

Facilitators	Source
Development of green abilities through HR activities such as green recruitment, selection, performance management, and training	(Baykal & Bayraktar, 2022)(B. Bin Saeed et al., 2019),(Haque, 2017)(Arulrajah et al., 2016),(Afedzie et al., 2020),(Rynes et al., 2007),(Jehan et al., 2020)
Use of HRM policies to promote sustainable use of resources, enhance corporate image and brand, and align with environmental sustainability	(Battu Head, 2018)(Malik et al., 2021), (Roscoe et al., 2019),(Wong et al., 2018),(Hussain et al., 2020),(Mishra, 2017)
Integration of environmental concerns in HR practices, including hiring, training, performance evaluation, and rewards and benefits	(Li et al., 2023)

3.6.1 Strategy-related facilitator

The primary strategy-related enablers for implementing artificial intelligence (AI) and green human resource management (GHRM) practices are complementarity between knowledge inflow and outflow, absorptive capacity, performance appraisal, crowdsourcing, knowledge complexity, motivation for international advantage, embeddedness, external search depth, richness of transmission channels, stronger intellectual property (IP), and knowledge flow regulation. Complementarity highlights the reciprocal link between the number and quality of knowledge inflows and outflows in the context of GHRM practices and AI. It implies that by

exposing information judiciously, one may increase the inflow of useful knowledge and offset any loss from outflow. Knowledge complexity, a special set of resources, puts rivals to the test and boosts innovation output. ([Aftab et al., 2023](#)) By assisting in the identification and assimilation of information, absorptive capacity gives businesses the chance to flourish by using both explicit and tacit knowledge in the creative process. Innovation prospects are strengthened by using GHRM methods, including as performance mechanisms, which also improve knowledge sharing results and external information exchange.

Embeddedness, relying on social networks, is crucial for understanding interconnectedness within GHRM practices and AI. Firms' subsidiaries, embedded in parent firms and networks, expedite knowledge transfer and innovation. External search, identifying external information for innovation, is significant in the GHRM and AI context. ([Chandrika et al., 2021](#)) A rich transmission system enhances knowledge transfer effectiveness, linking multinational firms to their networked counterparts. Local firms imitate technologies, and the knowledge spillover effect is studied concerning formal institution protection. Stronger IP protection facilitates secure knowledge transfer, fostering innovation in GHRM practices and AI. These elements collectively underscore the multifaceted nature of implementing GHRM practices and AI for sustainable and innovative organizational practices.

3.6.2 Organization culture and orientation-related facilitator

The incorporation of artificial intelligence (AI) and green human resource management (GHRM) practices can be facilitated by key organisational culture and orientation factors such as social capital, trust, community networks, top management team, delegation of decision-making rights, and learning capabilities.

When discussing GHRM practices and AI, the term "learning" refers to the many ways in which a business might get resources, information, and expertise. ([Jabbour, 2011](#)) Mechanisms such as supervision, training, and face-to-face encounters have facilitated the transfer of knowledge across multinational enterprises (MNEs), especially in parent-subsidiary relationships. From a global standpoint, acquiring process know-how for innovation potential requires a strong learning purpose. This goal facilitates internalising, absorbing, and changing information, both internally and externally, to exploit it for innovation opportunities in the evolving landscape of GHRM practices and AI.

The success of the company is significantly influenced by the functional knowledge, career experience, and demographics of the top executive, especially when it comes to GHRM practices and AI. Managers need data from both internal and external sources in order to innovate, and past knowledge helps them better absorb new information. ([Yeşiltaş et al., 2022](#)) Community networks help linked companies share knowledge, which promotes innovation and development. In the context of GHRM practices and AI, socialised learning among managers, labour mobility, and spin-offs within varied networks all contribute to knowledge sharing, communication, and transfer, which in turn improves the firm's competence and development.

Establishing trust among interconnected firms is essential for multinationals to access rare resources, knowledge, and information. Trust-based relationships encourage the transfer of knowledge and information, promoting innovation within the framework of GHRM practices and AI. ([Veerasamy et al., 2023](#)) Delegating decision-making rights to subsidiary firms allows them to define their strategic direction, positively impacting adoption and transmission of knowledge across enterprises. Through access to resources, unique expertise, and learning opportunities, social capital—representative of resources contained in social relationships—benefits the company and eventually fosters innovation in the context of GHRM practices and AI.

3.6.3 Resources-related facilitator

The following resource-related factors may help with the implementation of artificial intelligence (AI) and green human resource management (GHRM) practices: availability, intensity, and research and development (R&D) resources. In terms of GHRM practices and AI, more investment is favourably correlated with improved knowledge transfer. ([Gill et al., 2021](#)) This investment brings localized knowledge, aiding in understanding challenges and opportunities unique to each market. Recognizing the need for a tailored approach, firms investing in GHRM practices and AI have the opportunity for more meaningful knowledge exchange, promoting adaptability to diverse markets.

Research has consistently shown that R&D intensity positively influences firm performance and innovation capabilities. Increased allocation of resources to R&D is deemed crucial for supporting innovation within the realm of GHRM practices and AI, serving as a vital component of procedures that promote improved performance and creativity. ([Chaudhary, 2020](#)) Resources such as training, materials for assistance, and human resources are readily available to enable knowledge transfer and adaptation, which in turn fosters innovation in organisations using AI and GHRM practices. In order to stay competitive, businesses actively import information, skills, and abilities from their external environment. They also invest in developing the skills and talents needed to carry out strategic goals. This investment makes it easier to provide goods and services that consumers appreciate thanks to GHRM practices and AI.

In summary, the analysis of factors that encourage Adoption of GHRM and AI techniques results in the realization that this body of work is still relatively young and constantly changing. Furthermore, the diverse range of facilitators indicates that companies adopting AI and GHRM practices may take use of a number of strategies to improve the adoption and integration of these practices for long-term organizational growth.

3.7 Outcome (O)

The results of "green human resource management (GHRM) practices and artificial intelligence (AI)" have a financial performance impact, according to popular reports. This finding is supported by the majority of studies on GHRM practices, AI, and innovation in multinational organizations. ([Sabale, n.d.](#)) Adopting AI and GHRM techniques may improve a

company's financial performance. For example, the firm's performance benefits from the complementarity between quantity and quality of information, which is made possible by GHRM practices and AI. Based on the information gained and internalised via GHRM practices and AI, the company may continually plan and execute innovation, producing financial advantages over time, like ROA (return on assets) and ROS (return on sales).

Innovation performance is another often researched result of GHRM practices, AI, and innovation. To produce more inventive goods in response to shifting market circumstances, for example, innovation performance is attained by absorbing and using new information made possible by GHRM techniques and AI. Furthermore, the experience and level of autonomy of the top management team, which is impacted by GHRM practices and AI, may be used to explain the innovation performance. ([Alvi, 2021](#)) The flow of knowledge, particularly technological and managerial, facilitated by GHRM practices and AI, may result in the creation of intricate goods or procedures and increase the number of patents.

The efficacy and efficiency of information flow are further results associated with GHRM practices, AI, and knowledge transfer that have been documented. The definition of transfer efficiency is the duration and resource consumption of the transfer process, which is enabled via GHRM and AI techniques. Transfer effectiveness, which emphasizes the integration of knowledge into the system with the aid of GHRM techniques and AI, is defined as the degree of real knowledge acceptance and utilization in the company. ([Rashmi & Preeti, 2023](#)) The study of outcomes also encompasses expansion of a business and a rise in patents, especially as a result of AI and GHRM techniques.

To sum up, knowledge transfer, artificial intelligence, and GHRM practices in multinational corporations may result in a range of outcomes, such as financial performance, innovation performance, patents, new product creation, technical leadership, and firm expansion. ([Sharma et al., 2022](#)) Nevertheless, further research is needed to determine how GHRM practices and AI affect team productivity as well as to look at other tactics that businesses may use to improve transfer performance. Researchers may also look at how various business sizes and kinds compare to one another in terms of how well they do in GHRM practices, AI, and innovation research.

4. DISCUSSION

This study identifies key schools of thought, settings, techniques, triggers, challenges, facilitators, and results in order to carry out a thorough examination of the literature about the fusion of green HRM practices with artificial intelligence in global corporations. In contrast to other reviews of the literature, this one takes a thorough approach and provides a well-rounded overview of the field. It brings a new angle to the area by addressing outcomes, obstacles, and triggers that haven't been fully explored in earlier research.

Research frameworks for further studies in the areas of artificial intelligence integration and

greenHRM practices may be identified based on the study's problems and results. A company may be prompted to take certain activities in a particular direction by triggers, and the lack of facilitators may either catalyze or prevent such actions. In the end, the combination of triggers, facilitators, and obstacles determines the results. The majority of previous research has not fully investigated this interaction effect, taking into account the interactions between facilitators/barriers and triggers, and how each influences the outcome. Figure 3 displays the research framework that illustrates potential interactions between these components. A number of techniques, such as structural equation modelling, content analysis, and semantic network analysis, may be used to evaluate models and look into links. To provide a thorough understanding of the area, qualitative methods may be used with quantitative research to produce thus indicating the use of a mixed- method approach.

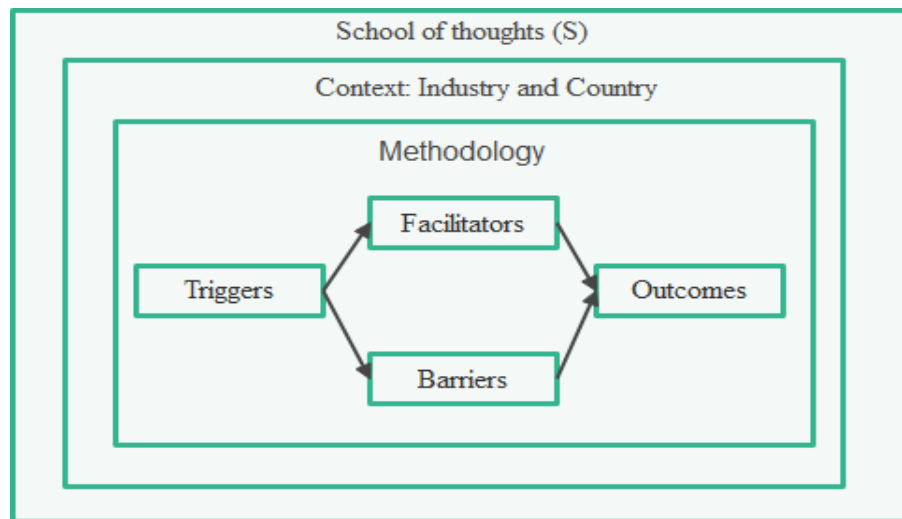


Figure 3 Proposed research framework

International managers should pay attention to the triggers and obstacles that come with integrating artificial intelligence and approaches for managing green human resources, in addition to the facilitators. They need to make an effort to optimize benefits and reduce any possible process losses. In order to get more advantageous results, consideration should also be paid to what not to do in addition to what to do. Managers need to improve the facilitators connected to strategy, orientation, culture, and resources. To reduce unfavorable effects, obstacles including ambiguity, institutional voids, and institutional instability should be reduced to a minimum. In addition, a shortage of resources has to be addressed or mitigated. By carefully examining the obstacles and enablers in their environment and making plans appropriately, managers may improve readiness. The report also makes recommendations for a more objective way to assess the results of integrating artificial intelligence and green HRM practices in multinational companies. This will help managers measure company outcomes more objectively and with less prejudice.

Theoretical implications

Examining the connection between green HRM and artificial intelligence integration (AI) within organizational frameworks for sustainability presents significant theoretical implications. The study's commitment to employing the SCM-TBFO framework signals an intent to scrutinize organizational sustainability through the intertwined perspectives of Supply Chain Management and Triple Bottom Line theory. ([Arulrajah & Opatha, 2016](#)) The theoretical discourse is expected to delve into the intricate dynamics between environmental responsibility and technological innovation, contributing to a deeper understanding of how organizations can navigate the complexities of sustainability. Additionally, the investigation into the impact of AI on sustainability introduces theoretical dimensions related to ethics, economics, and the broader socio-environmental implications of advanced technologies within organizational contexts. ([Hosain et al., 2016](#)) The synthesis of these elements promises theoretical advancements in areas such as the alignment of HRM strategies with eco-friendly methods and the conscientious use of AI, which are influencing the current theoretical framework for organizational sustainability.

Practical implications

The integration of the SCM-TBFO TBFO framework Examining how artificial intelligence (AI) and green human resource management (HRM) strategies contribute to organizational sustainability may provide useful, real-world insights for companies. By implementing environmentally friendly and sustainable HRM procedures, organizations can enhance their ecological footprint and contribute to long-term sustainability goals. Additionally, leveraging AI technologies strategically within HR processes can lead to increased efficiency, better talent management, and improved decision-making. ([Dio Lavarino & Wiyli Yustanti, 2016](#)) The SCM- TBFO framework facilitates a systematic approach to understanding these dual dimensions AI and green human resource management and organizational sustainability. Establishments can use this framework as a guideline to develop and implement integrated strategies that align HR practices with sustainability objectives, while optimizing the benefits of AI in a responsible and ethical manner. This approach not only positions companies as socially responsible entities but also ensures a resilient and future-ready workforce and organizational structure.

5. CONCLUSION

Using an analysis of 76 publications from prestigious journals, This study offers a comprehensive review of the integration of artificial intelligence and green HRM practices in multinational organizations. The categories utilized to organize the literature include school of thought (S), contexts (C), methods (M), triggers (T), barriers (B), facilitators (F), and outcomes (O). This field may benefit from the use of a number of theories, including agency theory, innovation adoption theory, and dynamic capacity. Through the use of techniques such as case studies, structural equation modelling (SEM), and regression, the impact of contextual differences in specific countries and industries is examined. Multinational corporations have many triggers for integrating artificial intelligence and green HRM practices in response to environmental changes including FDI, shifting consumer demands, and competitive pressure. A variety of factors are included in facilitators, such as resources, culture, and strategy. Multinational enterprises may encounter barriers, which have been characterized as autonomy, uncertainty, institutional gaps, and institutional instability. Prior studies on results have mostly concentrated on the favorable features, such as patents, new product creation, information flow, financial performance, innovation performance, and transfer efficacy.

Generally speaking, the combination of artificial intelligence with green HRM practices in multinational corporations is a relatively young and quickly developing field. The research life cycle is in its development phase, which offers a plethora of options to investigate the subject from several angles, including school of thought (S), contexts (C), methods (M), triggers (T), barriers (B), facilitators (F), and outcomes (O). One of the study's limitations is the rigorous procedure used to choose keywords and journals. It is urged that future scholars expand the analysis and include more studies in this field. The proposed framework may be used as a means of carrying out a comprehensive evaluation of the body of literature, with adaptability to different situations.

6. Future scope

The investigation into the synergy examining how Green HRM (Green Human Resource Management) techniques complement one another and the strategic implementation of Artificial Intelligence (AI) to foster environmentally sustainable service behaviors within multinational corporations paves the way for a compelling future research agenda. As businesses globally grapple with the imperatives of sustainability, there is a ripe opportunity to delve deeper into the practical outcomes and real-world impacts of integrating green HRM and AI initiatives. Future research could explore the nuanced relationships between employee behaviors, AI-driven processes, and sustainable outcomes, shedding light on the mechanisms through which these elements collectively contribute to organizational sustainability. Furthermore, cross-industry and cross-cultural comparative studies have the potential to provide light on the scalability and transferability of effective approaches. Looking ahead,

researchers may also consider investigating emerging technologies beyond AI, evolving HRM strategies, and alternative frameworks, ensuring that the inquiry remains responsive to the evolving landscape of business and sustainability.

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