

## **A Review the Important of Green Human Resource Management Practices toward Employee Green Behaviour in Organization**

**Luh Titisari Dewi Adriana<sup>1</sup>, Keke Tamara Fahira<sup>2</sup>, Maulida Nailissa'adah<sup>3</sup>, Hikmah EI Maula<sup>4</sup>**

Faculty of Economics and Business, Diponegoro University, Indonesia<sup>1,2,3,4</sup>

Correspondence Email: keketamarafahira.ktf@gmail.com

### **ABSTRACT**

Nowadays, the concerns of environment are becoming a very important global issue, including for organizations. The existence of an organization in the long term depends on the application of its environmental policies. Responding to a greater Environmental Awareness, organizations are becoming more concerned about managing green human resources (GHRM). Attention to employee green behavior appear from the employee's necessities to use resources wisely and responsibly. Although the literature on GHRM gets a great attention and discussion among industry practitioner, however research that showed GHRM's practice and its contribution to employee green behavior in organization is limited and requires more review in the academic literature. The aims of this research are (1) reviewed the literature on the relationship between GHRM practices and employee green behavior in organization; (2) explore the definitions provided by researchers regarding the term "GHRM" and present them to make interpretation of the GHRM concept. Secondary data and desk research methods are used in this study. The findings in this study highlight the status of green human resource practices such as green recruitment and selection, green training and development, green performance management, green involvement and green pay and reward simultaneously associated with the employee green human behavior both task or voluntary in the organization. Employee green behavior is considered to provide enormous benefits and does not damage the environment. This study provides a comprehensive literature review to measure human resource practices that can provide a broader focus for further research and for practitioners. Current study is more important for developing countries, which have alarming environmental issue and government regulations that have not been implemented properly.

**Keywords:** green human resource management, employee green behaviour, organization, environment

### **INTRODUCTION**

Nowadays sustainability has recently become a very important global issue for organizations. Organizations are required to be more concerned about environmental issues toward competitiveness and determining long-term success (Paillé & Mejía-Morelos, 2014). At present, there are many increasing in the adoption of environmental management systems by the corporate, so it is important to identify human resource

management practices. According to Huang, (2001) success in environmental management in an organization certainly cannot be separated from the role of human resources. In the context of environmental protection, human resource management (HRM) can facilitate the formulation and implementation of successful environmental management. Over the past few years, researchers have paid great attention to the concept of green behavior in the workplace (Osbaldiston & Schott, 2012). It seems simple to act more friendly to the environment, but not many people do as much as they can, this has prompted a number of studies on how to motivate people to have more green behavior (Norton et al., 2012). Performing green behavior, employees may vary in behave so that an understanding of the nature of environmentally friendly behavior at the individual level is very needed (Ones & Dilchert, 2012). To achieve organizational goals, it is important to implement the company's strategy by aligning human resources with the environmental management system to meet the organization's environmental sustainability goals (Ren et al., 2018).

Mishra, (2017) said that there is a requirement increased to integrate green concepts into HRM, it's called as green human resource management (GHRM). Slowly, related to the environment, "greening" penetrates into various organizational functional domains such as GHRM (Renwick et al., 2013). For that reason, GHRM was adopted to represent the relationship between environmental management system and human resource system in the organization. The concept of GHRM can include other HRM practices, such as practices related to corporate strategy including GRS, green training and development, GPM, GI, and green pay and reward (Chaudhary, 2019). The GHRM includes design and implementation of HRM practices, policies, and philosophies to support the environment organization goals and to promote the changing of employee attitudes and behavior (Tang et al., 2018). Employee involvement in environmentally friendly behavior in the workplace has become a necessity (Steg & Vlek, 2009). GHRM can encourage employee commitment and involvement in environmental practices, which can increase a sense of belonging. Some empirical research on GHRM has also been carried out, but only combine traditional HRM with environmental management (Paillé & Mejía-Morelos, 2014).

Debates relating to how green management principles can be implemented effectively in organizations lead us to examine the literature of Green Human Resource Management (GHRM) practices with Employee Green Behavior (EGB). Examining the effect of GHRM practices on employees' environmentally friendly behavior to improve organizational performance has been identified by (Dumont et al., 2006) as an important research area that requires the attention of researchers in the future. Overcoming the gaps above, this study aims to advance knowledge about the role of GHRM practices to build environmentally responsible behavior among employees. Specifically, it examines the impact of GHRM practices on employees' green behaviors related to the company's and voluntary's tasks. This paper offers several key research contributions to broaden our understanding of the concept of GHRM. First, this study reviews the various literature on the relationship between GHRM practices and green behavior of employees in organizations. Second, this study tries to present a conceptual framework that links GHRM practices with employee green performance behaviors (task-related and voluntary). Afterwards, this paper seeks to expand the limited literature on GHRM and provide for future research. The following section presents a theoretical framework and research hypotheses, followed by methodology, results, discussion, implications, limitations, and future research directions.

## **Literature Review**

### **Green Human Resource Management (GHRM)**

With awareness and sustainable development in the field of environmental management, Green Human Resource Management receives special attention in contemporary research. GHRM is generally centered in the west and given the importance of economic development in Asia, this is a gap. There is a lot of potential in the GHRM field, but practically research in this area is lagging behind, which can be seen from an imbalance in the publications of academics and practitioners (Muster & Schrader, 2011). GHRM includes all activities, practices and policies involved in the development, implementation and maintenance of ongoing systems that aim to turn an organization's employees green or become more environmentally friendly. The importance of this GHRM makes employees have a functional contribution to the work, so that employees have important responsibilities in preserving the environment. Despite this diversity of views, most studies consider that GHRM practices include recruitment and selection, training, performance management, payment and reward systems, and involvement (for example (CJC Jabbour, 2011; Jackson et al., 2011). Here we compare definitions and the characteristics of the five traditional HRM practices to the GHRM discussed in this study. Definitions and characteristics of five dimensions in GHRM context (Tang et al., 2018).

<b>HRM Practices</b>	<b>Definitions and main processes in HRM</b>	<b>Environmental applications</b>
Recruitment and selection (e.g. Obaid & Alias, 2015)	The process in organization to hunt and stimulate potential candidates to apply for vacancies, which aims at increasing the quantity of candidates and in turn, reducing this number through various tests to select the best candidate meeting the vacancy	The preference of organization is to select candidates committed and sensitive to environmental issue and willing to contribution to this through internal or external recruitmen
Training and Development (e.g. Obaid & Alias, 2015)	A series of learning activities, such as skills, knowledge, provided by organization guides the employees' behaviors towards organizational objectives	Organization implements a system of learning practices related to environmental issues in order to improve employees' aware and skills for environmental management in job
Performance management (e.g. Jabbour et al., 2008)	Aiming at general improvement of employees' performance, organization will compare employees' results with goals, through which the strategic goals would be achieved in the long-term	With the vision of environmental management, organization will appraise employees' environmental results in the whole process of operation to judge their contribution to organizational goals
Pay and reward system (e.g. Jabbour et al., 2008)	A series of rewarding measures aim at attracting, retaining and motivating the most fitting employees, in turn, to encourage relative knowledge, attitudes and behaviors of members to	Financial and non-financial rewards for organizational members whose attitude or behavior is conducive to environmental management

	complete objectives	organizational
Employee involvement (e.g. Renwick et al., 2013)	Employees participate in the operational process and commit to the success of firms, contributing their various capacities to organizational improvement	An opportunity is provided for employees to engage in environmental management. The broad types include participation, support culture and tacit knowledge, which aim at stimulating member's commitment to the environmental management of organization

### **Green Recruitment and Selection (GRS)**

According to Del Brío et al., (2007) Green Recruitment and Selection (GRS) has been seen as an important component in GHRM practices. Based on previous research, we summarize GRS in three aspects namely employee green awareness, green employer branding, and green criteria to attract prospective employees. First, employee green awareness is a basic aspect of GRS, and involves personality factors that make it possible to achieve organizational environmental goals. That is why companies must attract and select employees with green awareness using a series of tests, to ensure that all employees understand about environmental issues (Bloom et al., 2003). Second, it refers to the company's image and reputation related to environmental management, which can be formed through GHRM practices. Maybe prospective employees feel the pride of working for a company with a good environmental reputation. Job seekers tend to take information about the performance and description of the organization's environment as criteria for assessing how organizations treat their employees.

Third, employees must be evaluated and selected based on green criteria. Such a recruiting company can emphasize environmental aspects in job descriptions and employee specifications. Questions related to environmental knowledge, values, and trust can be asked when the recruitment and selection process is carried out (Renwick et al., 2013). One implication of this research is that organizations with good environmental practices must emphasize this in recruitment practices, and focus more on job characteristics, such as salary, when interviewing prospective employees. UK survey data report that high achieving graduates assess environmental performance and company reputation as criteria for decision making when applying for a job (Chartered Institute of Personnel and Development (CIPD) 2007). As a condition for creating and maintaining a pro-environment organization, companies should recruit employees who are willing to be involved with Environmental Management activities.

### **Green Training (GT)**

Green training (GT) refers to a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which are key in achieving environmental goals (Jabbour, 2011). Green training must be given together with educational programs for all company members, not only those who are related to the environment department (Lasrado & Zakaria, 2019). In this study, we consider green training to include three aspects according to Del Brío et al., (2007) namely awareness raising, knowledge management, and climate development. First, Green Training can increase employee awareness about pro-environment activities in the workplace. Green



training programs can help employees understand more about the importance of environmental protection, which makes them more sensitive to environmental control and / or prevention processes, such as collecting data on waste and identifying depletion of natural resources such as forests. Second, Green Training provides knowledge management to employees. Through green knowledge management, employees can receive extensive green training, enhance their knowledge and skills in environmental protection and improve their ability to deal with complex environmental management issues (Govindarajulu & Daily, 2004). For example, through training, employees can gain knowledge about how to collect data about waste and improve their environmental expertise. Third, Green Training builds a climate that encourages all employees to be involved in environmental initiatives. Renwick et al., (2013) suggested that integrated training not only includes a comprehensive program but also relates it to the assessment and performance management system, which is a method of creating an environmental work environment.

#### **Green Performance Management (GPM)**

Green performance is reducing the negative impact of a company on the environment while achieving a balance of business and environmental interests. Therefore, green performance measures a company in which business needs and the environment interact. Achieving the company's green performance is not only to reduce pollution, waste and energy consumption, and improve customer safety but also to survive and thrive. Whereas for green performance management (GPM) refers to the system of evaluating employee performance activities in the environmental management process (Jabbour et al., 2008). Previous research has focused on specific aspects of Green Performance Management (GPM), such as providing feedback and it has also been debated that this method of measuring Green Performance Management (GPM) is ineffective. Companies need to identify systematic methods for implementing GPM. Therefore, adopting general GPM standards is a priority for several types of companies.

In this study, we gather GPM activities using generic and systematic views such as setting green targets for all members and evaluating employees' green outcomes. For both managers and employees, the most important aspect of GPM is performance appraisal, which will influence the process and effectiveness of subsequent rewards and compensation. Evaluating green results of managers emphasizes their role in environmental management, which can make them more responsible for EM performance. It is important to identify green performance results and encourage managers to take responsibility for EM performance. Using these steps appropriately can encourage employees to behave more environmentally friendly and work towards green goals in their future work. Some companies have overcome this problem by installing environmental performance standards throughout the company, and green information systems / audits to obtain useful data about environmental performance (Chen et al., 2014).

#### **Green pay dan reward**

In line with the strategic approach to compensation management, green pay and reward (GPR) is a financial and non-financial reward system, which aims to attract, retain, and motivate employees to contribute to environmental goals (Jyoti, 2019). It has been suggested that employees may feel more motivated by non-financial rewards through GPR, such as recognition and praise. argues that incentives and rewards may be stronger steps to align employee performance with company goals than other practices in the HRM system. However, generally most researchers recognize that combining

monetary and non-monetary rewards is more effective in motivating employees (C. J. C. Jabbour, 2011; Seo & Ju, 2011). In this study, we suggest that non-financial rewards should be offered together with financial incentives, in the form of green travel benefits, green taxes, and green recognition.

First, environmentally friendly travel for employees. They can be guided to reduce their carbon footprint and have greater awareness of environmental protection. Second, green tax incentives include exemptions to promote the use of bicycles and low-pollution car fleets. Financial incentives such as these have been introduced by British companies, and have a large influence on employees' willingness to protect the environment. Third, green recognition requires a non-financial reward system for employees, such as public recognition throughout the company and paid holidays. According to Ramus, (2002) claims that this green award creates a feeling of pride among his colleagues and is more effective in encouraging environmental initiatives. Motivation can also be given to representatives who present green practices at home, for example, to utilize sun-based water heaters at home.

#### **Green Involvement (GI)**

Employees can be given the opportunity to participate in environmental management, which stimulates them to support pollution prevention and identify environmental opportunities. Many studies have shown that green involvement (GI) members are very important in improving the performance of EM systems, such as reducing waste and pollution in the workplace, and making full use of resources (Harris & Crane, 2002). In line with (Renwick et al., 2013) we identified five aspects of GI: clear green vision, green learning climate, various communication channels, offering green practices, and encouraging green involvement. A clear green vision refers to a system of values and symbols that support environmental management and guide employees to engage in environmental problems. Some formal or informal channels of communication among employees can spread green culture, and also provide a comfortable context where they can increase their green behavior and awareness. Employees can be motivated to participate in environmental management by offering environmentally friendly activities, such as writing bulletins, developing problem solving groups, or forming green teams. GI encourages employees to be involved in improving quality and solving environmental problems. In short, companies must identify the best way for human resources to achieve environmental goals (Florida et al., 2001).

#### **Employee Green Behaviour (EGB)**

Various environmental problems pose a threat to environmental sustainability, including global warming, urban air pollution, water shortages, environmental noise, and loss of biodiversity. Many of these problems are rooted in human behavior and can thus be managed by changing relevant behaviors to reduce their environmental impact. Changes in human behavior are believed to be needed for example, energy-saving equipment, home insulation, and water-saving devices tend to be overtaken by consumption growth. Based on the literature from (Ones & Dilchert, 2012) defines EGB, a specific form of green behavior in the workplace, as "scalable actions and behaviors that are involved by related employees, contribute to, or reduce environmental sustainability". As such, the EGB includes activities such as turning off the lights when leaving the office (ie, saving energy), using conference facilities instead of traveling to meetings (ie, using resources efficiently), editing documents electronically rather than printing them (that is, avoiding waste), print drafts on used paper (ie recycled), and report leaks in the bathroom (ie save water).

Although research on green behavior in general (ie, not workplace-specific) and its antecedents spans decades, interest in investigating such behavior in the work context of EGB is still relatively new (Anderson et al., 2008; Norton et al., 2015; Ones & Dilchert, 2012). This paper discusses the benefits of environmental psychology and its potential to help promote environmental sustainability through behavior change. We provide a systematic perspective on the assessment, understanding and change in environmental behavior. Pro-environment behavior refers to behavior that endangers the environment as little as possible, or even benefits the environment. According to Sanyal & Durba, (2017) who argue that promoting behavioral change is more effective when (1) carefully choosing behaviors to be changed to improve the quality of the environment, (2) examining which factors cause such behavior, (3) implementing interventions well adjusted. to change relevant behaviors and their antecedents, and (4) systematically evaluate the effects of these interventions on the behavior itself, its antecedents, on the quality of the environment and the quality of human life.

### **RESEARCH METHOD**

This data uses secondary data and desk research that is the source of the data in this study was obtained from other parties. This research is a conceptual study in order to review existing theories by reviewing some literature on GHRM. This study discusses the concept that explain GHRM.

### **RESULTS AND DISCUSSIONS**

When organizations set environmental sustainability goals, there must be harmony between the company's strategy and human resources (Ren et al., 2018) and an understanding of the nature of environmentally friendly behavior is needed at the individual level (Ones & Dilchert, 2012). So that there are still serious environmental problems caused by irresponsible human behavior, such as global warming and depletion of natural resources (Sanyal & Durba, 2017). Therefore, GHRM emerged which was used as a link between environmental management systems and human resource systems in organizations (Renwick et al., 2013). For this reason, we examine the integration of literature from Green Human Resource Management (GHRM) practices with Employee Green Behavior (EGB). There are several things discussed in this study related to green human resources, namely green recruitment and selection, green training and development, green performance management, green involvement and green pay and reward. When talking about human resources, it cannot be separated from recruitment, so does the green human resources management, there is green recruitment and selection (GRS).

Based on research by Renwick et al., (2013), GRS is divided into three aspects, namely the green awareness of the candidates, green employer branding, and the green criteria for attracting candidates. GRS is based on the candidate's green awareness, because this concerns the personality of the candidate. If the company wants the sustainability goal to be achieved, it should choose candidates who have green awareness, because later the candidate will work with the company's strategy and GHRM which emphasizes the environment, so that the candidate can more easily adapt. The next part of GRS is the branding of green employers that is the company's image and reputation related to environmental management. Candidates who have green awareness, will be attracted to companies that have a good image about the environment. This is beneficial for the recruitment team, because they will be richer in choices. And for those candidates after

being hired, they will have their own pride because they work in a company that suits their personality. In addition, in the recruitment and evaluation process there are questions about the environment.

The second part of the GHRM is Green Training (GT). GT refers to a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which are key in achieving environmental goals (C. J. C. Jabbour, 2011). GT covers three aspects: awareness raising, knowledge management, and climate development. By following GT, it is expected that employee awareness about the environment will be higher, employee knowledge about behavior protecting the environment also increases. With the high awareness and knowledge, in every job the employee will take into account the impact on the environment such as being more responsive in preventing environmental damage (Wong 1998). The existence of GT gives employees extensive green training, increases their knowledge and skills in environmental protection and increases their ability to handle complex environmental management (EM) issues (Govindarajulu & Daily, 2004). Companies can also build a pro-environment climate by implementing GT.

According to C. Jabbour et al., (2008) Green performance management (GPM) refers to an evaluation system of employee performance activities in the environmental management process. The GPM measurement method is considered ineffective, because different companies have different structural attributes, and resources that use uniform standards in the company will be arbitrary. In this study, four aspects of GPM are: setting green targets for all members, making green performance indicators, evaluating employees' green outcomes, and using dis-benefits (Renwick et al., 2013). In GPM it is important to set employees' green targets, so that each employee has a duty and role in realizing employee green behavior, while green performance indicators are set to facilitate monitoring of green performance in the organization. By doing GPM, the organization will be easier to realize the employee's green behavior that will support the organization's green goals. Then the organization will conduct a performance appraisal, which will influence the process and effectiveness of further rewards and compensation.

Then there is the Green Pay and Reward system that aims to attract, retain, and motivate employees to contribute to environmental goals. Through non-financial rewards such as recognition and praise employees may feel more motivated. So in this study, we suggest offering non-financial rewards along with financial incentives, such as green travel, green taxes, and green recognition. After that there is a Green Involvement sprogram where employees can be given the opportunity to participate in environmental management, which stimulates them to support pollution prevention and identify environmental opportunities. Green involvement (GI) members are very important in improving environmental management system performance (Renwick et al., 2013).

## **Discussion**

This discussion section discusses results based on the main research concepts explored in the literature on the management and development of green human resources (GHRM). The literature on the environment shows that companies and HRM are the main causes of environmental problems. It is clear that the GHRM model that is currently developing in many human resource management practices (HRM) is emerging as one of the organisation's responses to the environment. The purpose of this study is to explore the ways in which companies that have ISO 14001 and PROPER awards and companies that do not yet have ISO 14001 do not even have PROPER in using GHRM



in an international context. Commitment to environmental sustainability according to Jackson & Seo, (2010) from companies that already have ISO 14001 and even have a PROPER award, is shown through various initiatives developed and implemented within the company. Organizations must be able to involve the workforce in making connections between "green" practices and "green" impacts. Other influencing factors include the organization's vision, mission and global environment. When a company has a green vision and mission as a green organization, it will be very easy to shape the employees' green behavior (EGB). Like turning off the water tap when not in use, turning off the lights when not in use and using reusable bags or tumblr instead of plastic drinking bottles. Non-green companies will be very difficult to adjust between GHRM with the behavior of employees in the company. Employee green behavior (EGB) is not separated from the role of management and organization to continue to empower employees properly. Here, the important role of GHRM in environmental sustainability as suggested by Jackson & Seo, (2010) in their research tends to influence employee green behavior (EGB) in the workplace.

In this study shows that employee friendly behavior (EGB) and engagement strategies can vary. For this reason, green behavior of employees (EGB) in green organizations and non-green organizations is different. It is more likely that GHRM in a green organization can shape employee green behavior (EGB) well. However, it is possible that EGB can be formed in companies that do not yet have the ISO 14001 standard. In this case, GHRM influences the formation of employees' green behavior (EGB) in the organization both in terms of corporate tasks or voluntary green behavior. Companies with an environmental orientation are more likely to employ applicants who have environmental knowledge and motivation (Longoni et al., 2016). In terms of developing staff for EM, the company spends a lot of effort to develop leaders in an environmental knowledge base using green training (GT). Job seekers also regard organizational environmental performance as a standard of employee treatment and are proud to work for organizations with good green reputations. GRS will be implemented well in companies that are already green organizations or who already have ISO 14001 and PROPER. When compared with companies that do not yet have ISO 14001 standards and PROPER awards are still considered to apply recruitment and selection in general without considering matters related to the environment.

Regarding GPM in line with Zibarras & Coan, (2015) stressed that an important aspect of GPM is performance appraisal, which focuses on the responsibility of all members and results in environmental management. It is important for organizations to carry out GPM activities, such as guiding employees to align their behavior with environmental goals. Social rewards are more effective than monetary rewards in GPR and have an influence on EGB. Finally, pointing out that GIs (such as employee participation and environmental vision) are also important for GHRM, which highlights the key role of employees (Del Brío et al., 2007). Employee involvement in green activities is very important for the implementation of effective environmental strategies and one of the significant challenges faced by organizations today. Employees involved in the company's green process will automatically show the employee's green behavior (EGB). The positive impact of EI in EM on EGB with evidence of a relationship with the main results of efficient use of resources, reduction of waste and pollution, and also some evidence of a positive impact on employee outcomes such as improving the quality of work.

### **GHRM Influence Toward EGB**

For an organization that has pro-environmental objectives, it is necessary to implement GHRM, so as to facilitate the formation of green employee behavior (EGB). The adoption of GHRM practices can foster environmentally responsible behavior among employees. Because starting from the beginning of recruitment, candidates who have a concern for the environment have been chosen, and the selection process is inserted with questions about the environment, so that the opinions of employees about the environment will be part of the assessment. GT provides a deeper insight into the environment, increased knowledge, will influence the actions and decisions of an employee at work. By choosing employees who are committed to the environment from the beginning, providing training on the environment, performance management, and providing pro-environment rewards, will form employee green behavior (EGB).

### **CONCLUSIONS**

Based on this review, it is possible to conclude that the interpretation of the GHRM concept emphasizes environmental concern in an organization including its managerial functions. Furthermore, by understanding and increasing the scope and depth of GHRM practices, organizations can improve employees' green behavior for the achievement of the company's goals in the environmental field in a sustainable manner. Green recruitment and selection, green training, green performance management, green involvement and green pay and reward each have an important influence on the creation of employees' green behavior in the workplace. Each can also be reshaped through the adaptation of green HR practices. Therefore, we suggest that organizations are asked to give more priority to making each GHRM function.

### **Limitation & Recommendation**

This research is only limited conceptually based on existing theories and previous research data so that it is formed as a whole. The limitations of this study provide a comprehensive literature review on green human resource management practices (GHRM). The implications of our findings broaden managers' knowledge in organizations. Managers must consider all aspects of GHRM and EGB as discussed in this study. Managers must recruit employees with high environmental values and skills. Potential employees are more sensitive to environmental problems that excel in employee green behavior (EGB) at work. Considering their green behavior (EGB) is very important when associated with superior environmental performance. Overall organizations that do not have GHRM practices or will start implementing them must create or compare GHRM policies by using our research to improve employee green behavior (EGB).

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