

An Empirical Study Concerning Educational Institutions on the Effects of Green HRM Practices on Employee Retention and Organisational Sustainability

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Abstract

Green Human Resources Management involves adapting traditional HR practices to incorporate environmentally sustainable approaches. While this concept has been widely embraced in corporate settings, its adoption in Educational Institutes (EIs) remains relatively new. Through an extensive review of existing literature, this study has identified challenges related to GHRM strategies, concerning policies, associated with procedures, and few challenges in establishing GHRM rules within EIs. The aim is to examine and understand the interconnections between major and minor challenges in implementing GHRM practices in educational contexts. However, the effective implementation of these initiatives remains a challenge. This research paper aims to shed light on the various Green Human Resource Management (GHRM) activities undertaken by educational institutions in existing literature review from 25 Papers. By doing so, it seeks to underscore the significance of GHRM in contributing to the sustainable development of organizations. Implementing a robust Green Human Resource Management system can raise awareness among management and staff about waste management, resource reduction, and campus cleanliness. Employee happiness and other stakeholder satisfaction may increase as a result, motivating workers to increase productivity. Significant obstacles to the adoption of GHRM include the need for sustainable GHRM practices in educational institutions, benchmarks for determining accountability that take the policy into account, appropriate course curricula in universities that focus on GHRM practices from a procedural standpoint, and transparency in EIs from a regulatory perspective. In further research, the outcomes of the reported results might be expanded upon through cross-sectional and cross-cultural studies.

Keywords: Green HRM, Environment Management, Eco- Friendly, Environment Sustainability, Higher educational Institutions, Green Human Resource Management, Green recruitment and selection

Introduction

HRM activities are recognized as significant drivers for achieving sustainable business goals, both in developed and developing nations, with the emergence of Global Green Human Resource

Management (GHRM) principles. GHRM entails the application of HRM policies primarily aimed at fostering the sustainable utilization of resources within business entities to promote environmental sustainability. Essentially, GHRM emphasizes adopting environmentally friendly HR practices while also preserving knowledge capital (Jabbour, 2014). In essence, GHRM involves integrating typical human resource management practices systematically to align with the organization's ecological objectives. This entails implementing policies, practices, and systems that foster environmentally conscious behaviour among employees, benefiting both individuals and society while preserving the natural environment and enhancing business prospects. The overarching goal of Green HRM is to installed and sustain environmentally conscious attitudes within every employee, enabling them to contribute maximally to the organization's preservationist, conservationist, non-polluter, and innovation roles.

Definition for Sustainability

Originally, sustainability primarily referred to environmental sustainability, but its scope has broadened over time to encompass social and economic aspects as well. Today, sustainability encompasses all aspects of social and environmental impacts, emphasizing the interconnectedness of economic prosperity, social well-being, and environmental health. In organizational contexts, sustainability often revolves around the "triple bottom line" framework, which considers the impacts on people, profits, and the planet.

Green HRM Practices at Postsecondary Educational Institutions

When addressing workforce development in higher education institutions in India, it's crucial to consider their pivotal role in fostering social, cultural, and economic growth. Institutions should draw upon emerging best practices when formulating human resource policies and strategies to enhance the effectiveness of their long-term strategic plans (Gordon & Whitchurch, 2007). This ensures that HR practices align with organizational objectives, ultimately contributing to sustained growth and development. The concept of "Green Human Resource Management" (Green HRM) lacks a universally accepted definition, with scholars and practitioners offering varied interpretations.

Definition for Sustainable Organizations

A "Sustainable Organisation" conducts its business in a manner that efficiently utilizes and conserves natural resources. Environmentally conscious corporate procedures and policies that strive to protect natural resources for the good of the company, its stakeholders, and the environment are characteristics of such organisations. Sustainable organisations, according to the Brundtland Commission, provide current demands without endangering the capacity of future generations to satisfy their own needs (WCED, 1997, p.12).

Evolution of Green Human Resource Management

The evolution of Green Human Resource Management (HRM) has been a response to the growing awareness of environmental challenges and the realization that people can be part of the solution. Initially, human resource management and environmental management were considered disparate disciplines until the late 1990s when research began combining these areas. During this time, the concept of "human resource sustainability" emerged, with seminal researchers such as Bunge (1995), Wehrmey The development of Green HRM can be attributed to the increasing consciousness of environmental issues and the understanding that individuals can have a role in finding solutions. Prior to studies merging these fields in the late 1990s, environmental management and human resource management were seen as separate fields. Around this period, the idea of

“human resource sustainability” began to take shape, and influential scholars like Bunge (1995), Wehrmeyer (1996), Bauer, and Smith (1996) helped to shape it. A subset of HR sustainability known as “green HRM” rose to popularity in the middle of the 1990s and the beginning of the 2000s as more academics, consultants, and practitioners showed an interest in incorporating environmental sustainability into HR procedures.

Review of Literature

These Reviews Highlight the Benefits and Significance of Implementing Green Human Resource Management (HRM) Practices

1. Edyta Bombiak (2018) emphasizes the importance of Green HRM in promoting sustainable development within organizations. The implementation of Green HRM practices can lead to various benefits, including enhanced ecological awareness among staff, improved competitiveness, cost reduction, better customer relations, and increased employee satisfaction, loyalty, and motivation.
2. Sneha Banerjee & Amit Bijon Dutta (2017) underscore the role of GHRM in gaining competitive advantages in the corporate world. They suggest that complete adoption and integration of GHRM require a shift in both management and employee attitudes towards existing HR practices, with many HR professionals recognizing green initiatives as part of corporate social responsibility.
3. Bindu Menon (2016) focuses on raising awareness of Green HRM in manufacturing organizations, emphasizing the importance of understanding the green movement, Green Audit, and GHR practices among human resources personnel.
4. Rupabhalla & Pooja Mehta (2016) highlight the potential efficiency and cost-cutting benefits of Green HRM, emphasizing its role in realizing corporate social responsibility. They suggest that Green HRM practices can support employers in maintaining and improving employee health and welfare while reducing the carbon footprint through eco-friendly practices.
5. Pallavi EVPAS and MVV Bhanu (2016) discuss the integration of Green HRM and corporate sustainability, emphasizing the tangible benefits it offers to businesses beyond enhancing brand reputation. They note that Green HRM initiatives are becoming integral to HR functions and are contributing to compliance, productivity improvement, and organizational sustainability.
6. Laveena Noronha, H. Manjush, Meena Monteiro (2016) highlight Green HRM as a fundamental business approach, emphasizing the need for employees to be inspired, empowered, and environmentally aware to carry out green management proposals. They stress the importance of creating a green workforce and assessing the level of Green HRM practices among employees.
7. The term “sustainability” refers to a broad notion that includes social, environmental, and economic sustainability. Sustainability may mean different things to different stakeholders, but in general, it means being able to meet current demands without sacrificing the ability of future generations to meet their own needs. The Brundtland Commission proposed this concept in 1987.

Definition of Training and Development for Green Human Resource Management

1. Safaa According to Shaban Green (2019), there is a substantial correlation between the success of financial and market components and green environmental personnel, underscoring the vital role that HRM plays in sustainability. The study is to examine the perspective of GHRM in construction businesses in Egypt and the UK as well as provide a theoretical framework for GHRM operations. The results indicate that, in contrast to Egypt, the UK has a more elevated view of GHRM organisations.

2. Manthi, Kiilika, & Kimencu (2018) conducted a study in Kenyan Teacher Training Colleges to establish how Human Resource Management practices predict tutor turnover intentions. They found that training, compensation, career development, and performance management significantly and negatively predict tutor turnover intentions in these colleges. The study highlights implications for HRM practices and administrative responsibilities.
3. Prathima.M and Sheelan Misra (2013) discuss the concept of Green Recruitment as a means to reduce recruitment costs and time. They highlight the development of Green Recruitment, companies that have adopted it, and its benefits.

Research Gap

The research gap identified in this context revolves around the lack of studies focusing on the perception of teaching faculties towards Green Human Resource Management (HRM) practices in higher educational institutions from existing literature review. Despite the existing literature discussing the role and necessity of Green HRM, there's a dearth of research elucidating how these practices can be implemented and understood by teaching faculties. The present study aims to fill this gap by delving into the concept of Green HRM among teaching faculties, proposing implementation strategies across various HRM processes, and providing examples of how organizations have adopted Green HRM practices.

Need For Organisations to Become Green

The imperative for organizations to embrace sustainability has intensified due to factors such as climate change, regulatory pressures, and increasing societal demands for environmental and social responsibility. This shift necessitates a departure from traditional business practices towards a more environmentally conscious approach. In this transition towards green and sustainable practices, the HR function assumes a pivotal role as a driver of environmental sustainability within organizations. By aligning HR practices and policies with sustainability goals, HR can foster an eco-focused organizational culture, as highlighted by Mandip (2012).

Green Competencies and Attitudes

Teaching faculties in Higher educational Institutions need to possess sufficient knowledge and skills related to environmental sustainability to become green faculties. Additionally, they must exhibit the right attitudes towards environmental stewardship, including appropriate beliefs, feelings, and intentions towards Greening initiatives.

Green HR Initiatives

Green HR initiatives assist colleges in finding alternative cost-cutting measures without compromising on talent retention. These initiatives encompass recruiting and staffing support services, including resumes searching, candidate sourcing and screening, and paperless processing of job offers and verifications. Moreover, efforts are made to reduce paper usage and adopt digital processes for administrative tasks.

Green HRM Practices

Teaching faculties engage in various Green HRM activities such as conducting PowerPoint (PPT) classes, managing student attendance and marks online, receiving and assessing assignments digitally, and disseminating notes through online platforms. Meanwhile, college management implements practices like electronic filing, Pollution can be decreased by using biometric attendance systems, digital libraries, recycling and garbage management, solar panel use, and eco-friendly transportation.

Factors Influencing Green HRM Practices

Several factors influence the adoption of Green HRM practices among teaching faculties, including the desire for rewards from higher authorities, personal interest in sustainability, instructions from management, convenience, self-satisfaction, and the timely completion of work. In summary, Green HRM plays a pivotal role in fostering environmental sustainability within Higher educational Institutions by cultivating a green workforce and implementing eco-friendly practices at both the faculty and institutional levels.

Environmental management in higher education institutions: a look at “green campuses”

Anna University is committed to be a Sustainable Higher Education Institution with priorities in the areas of prevention and control of pollution, conservation of energy and other resources to support wellbeing of its stakeholders and ecosystems. The focus towards Sustainability is clearly evident in the University’s Governance by ensuring the implementation of the different policies as listed below.

- Environment Sustainability Policies
- Sustainability and Climate Action Policy
- Sustainable Investment Policy
- Environment and Energy Policy
- Green Campus Policy
- Sustainable Procurement Policy
- Social Sustainability Policies
- Governance Sustainability Policies

Green HRM Implementation in Higher Educational Institutions

- Institute Policy on Environment and Climate
- The Climate Roadmap - Vit’s Path Towards Carbon Neutrality By 2050
- Sustainable Investment Policy
- Sustainable Procurement Policy
- Green Audit Report
- Academic Courses & Programme on Environment

Research objectives

The Research Objectives are as follows

- a) To gauge teaching faculty and student understanding and knowledge of the Green HRM concept.
- b) To investigate the green human resource policies, strategies, and initiatives that the organisation can implement to promote environmentally friendly, sustainable practices.
- c) Investigating the ways in which common organisational theories of learning, culture, and change might be useful frameworks for incorporating eco-friendly and sustainable HR practices into the company.
- d) The goal of the current study was to close the knowledge gap by figuring out why EIs are not lagging behind in implementing GHRM procedures.
- e) To examine the possible advantages and difficulties the human resources department may face as it strives to implement green and sustainable practices inside the organisation.

Research Highlights

- An empirical study was conducted to examine the connection between environmental performance, organisational citizenship, and green human resource management practices.

- It was discovered that green HRM practices positively correlated with environmental citizenship behaviour within the organisation, which in turn affected environmental performance.
- The relationship between Green HRM and environmental performance is mediated by organisational civic behaviour towards the environment.

Green Human-Resource Management: Benefits for the Organisation

Numerous scholars in the field of green HRM have highlighted the significant benefits of implementing green HRM practices within organizations. These benefits outweigh the associated costs and contribute positively to various aspects of organizational performance. Some of the potential benefits include:

1. Improved Employee Morale

- Green HRM practices foster a sense of purpose and pride among employees, leading to higher morale and job satisfaction.
- Employees are more likely to feel engaged and committed to the organization's sustainability goals, resulting in increased productivity and retention rates.

2. More Efficient Business Processes

- Green HRM initiatives often lead to the implementation of more efficient and sustainable business processes.
- By promoting environmentally friendly practices, organizations can streamline operations, reduce waste, and optimize resource utilization, resulting in cost savings and improved performance.

3. Stronger Public Image

- Organizations that prioritize sustainability and environmental responsibility through green HRM practices often enjoy a positive public image.
- Consumers and stakeholders are increasingly seeking out socially and environmentally responsible companies, leading to enhanced brand reputation and competitive advantage.

4. Increased Employee Loyalty

- Green HRM practices contribute to a healthy organisational culture, which fosters loyalty and long-term relationships with employees.
- Employees are more inclined to stick with organisations that show a commitment to sustainability and environmental stewardship.

5. Enhanced Brand Recognition

- Organizations that embrace green HRM practices stand out in the marketplace and gain recognition for their environmental leadership.
- Green initiatives can differentiate brands, attract environmentally conscious customers, and create opportunities for partnerships and collaborations.

6. Regulatory Compliance and Risk Mitigation

- Adopting green HRM practices helps organizations comply with environmental regulations and minimize legal and reputational risks associated with non-compliance.
- Proactively addressing environmental concerns through green HRM initiatives reduces the likelihood of fines, penalties, and negative publicity.

Green Hrm: Implications, Reserves, and Obstacles

Views of HR Practitioners on Greening Initiatives: As this report has previously indicated, the majority of HR practitioners disassociate themselves from any green initiatives within their organisations. They contend that an organization's greening and environmental sustainability are not chiefly the HR department's duties.

Opposition and Ignorance

According to Jackson and Janghoon (2010), who elaborated on the difficulties, constraints, and barriers to greening strategic HRM, a UK survey identified "Apathy" as possibly the biggest obstacle. The public does not consider environmental issues to be among the most pressing problems of our time.lack of management support

Insufficient Backing from Management

In situations where environmental management concerns are not part of the organization's vision, managers also show little interest in going green. They regard going green as an expense or liability, unrelated to the organization's main business, and not a priority.

Out of Alignment

It may also be difficult to green the company through the HRM Division if there is a conflict between the HR strategy and the organization's overarching strategy and vision. The organization's vision and mission can uphold the mandate of being green, but the HR strategy cannot.

Green HRM Implemented Practices

1. Green HRM, which includes hiring, online training, green rewards and compensation, employee involvement, and the development and advancement of the college's human capital, is directly in charge of producing a green workforce that comprehends, values, and upholds green initiatives and sustains its green objectives.
2. The procedures, guidelines, and systems that enable higher education institutions to adopt environmentally friendly teaching methods that benefit students, the community, the environment, and the institution as a whole. Green competences, green attitudes, green behaviours, and green results are the four categories of green human resource requirements. Even if there are connections between these main categories of green labour needs, they can all be addressed.
3. Green HR efforts assist universities in finding cost-saving measures without sacrificing their best employees. In addition to scanning resumes and screening prospects on top job boards, Green HR also offers recruiting and staffing support services like shortlisting resumes for prospective candidates, speaking with candidates, and routing just resumes from interested parties.
4. Less paper must be used in the office; instead, emphasis has been placed on using digital procedures for training faculty, online employment opportunities, paperless processing and verification, etc.
5. Eco-friendly Human Resource Management The Arts and Science College Management has put into practice the following practices: electronic filing, biometric attendance tracking, recycling and waste management, using solar panels as a backup energy source, digital libraries, college transportation that reduces pollution, Campus tree planting, E-links (by SMS), online communication (circulars), The incentive from college administration or higher authority is one of the factors impacting the teaching faculties' Green HRM practices.

6. Implications In summary, implementing green HRM practices within organizations offers a range of benefits, including improved employee morale, more efficient business processes, stronger public image, increased employee loyalty, enhanced brand recognition, and regulatory compliance. These benefits contribute to organizational sustainability, competitive advantage, and long-term success in today’s environmentally conscious marketplace.

Benefits of Green HRM Implications

1. Energy source and acquisitions: Increase the usage of renewable energy in campus
2. Energy usage policy: Enhance our campus’s energy efficiency
3. Efficient construction: Reduce embodied carbon from construction
4. Policy of Purchase section: Lead sustainable procurement with a risk-based strategy
5. Business travel policy: Reduce business travel and commuting emissions
6. Investment policies: Reduce endowment investment portfolio carbon footprint
7. Circular economy: Implement waste recyclability
8. Education policy: Develop sustainable research policies
9. Leadership policy: Responsible boards/committees having expertise to deal with climate related issues
10. Involvement: Promote sustainability and climate action within and outside of the Institution.

Research Methodology

The research analysis involved a systematic process of identifying, organizing, and analysing key components in the field of green human resource management. A search filter refined the dataset, including articles with the specified keyword in titles, keywords, or abstracts, resulting in 25 research papers meeting specific criteria such as study area, publication year, document type, and language (English). Criteria for data interpretation encompassed examining the growth of publications over the years, identifying prolific journals, analysing highly cited papers, recognizing influential authors, assessing country and institutional contributions, exploring international collaboration patterns, and identifying prevalent keywords.

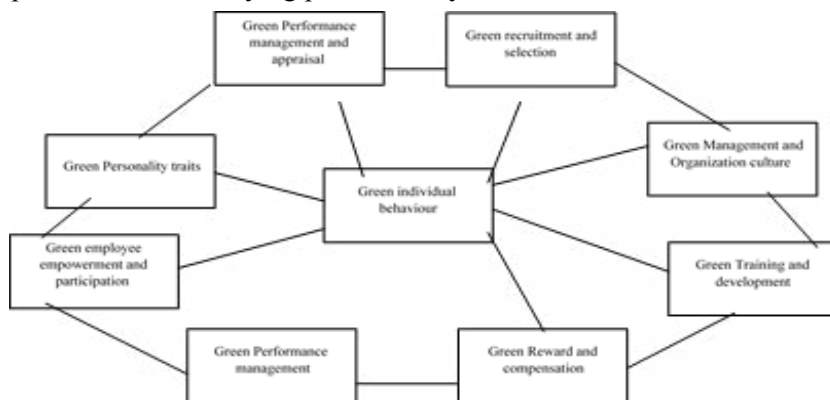


Fig 1: Conceptual Green HRM Proposed Model

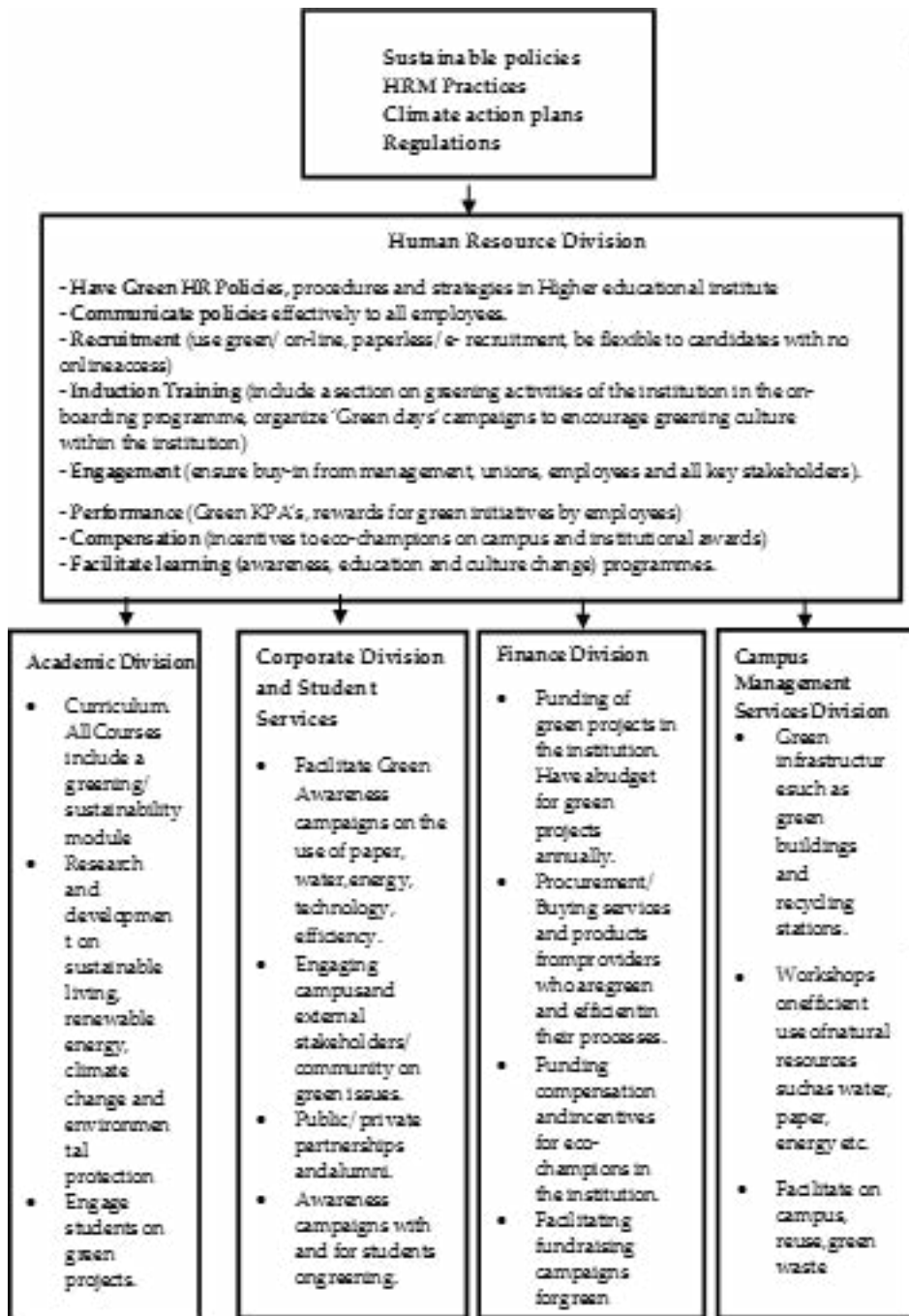


Fig 2: Proposed Green HRM Policy implications

Overview of Net Zero Commitment report from Anna University

Anna University has been offering sustainability related programs and several courses in the curriculum to encourage students and faculty to attain Sustainable Development Goals and overcome real world challenges through innovative teaching practices and cutting-edge research. Our responsibility to confront the challenge of Climate Change is being addressed by reducing

campus Green House Gas emissions through best practices and innovations in energy efficiency and the use of renewable energy. Efforts are being taken to reduce transportation-related emissions within the Campus. Anna University continues to incorporate Green Building norms in its infrastructure development and strives to utilize net-zero through renewable sources, net-zero emission, net-zero liquid discharge and solid waste disposal. Best practices are in progress to meet sustainability-related standards and commitments at the local and national levels. Anna University strengthens the Governance structures to facilitate the integration of sustainability practices at all levels through a recognition and reward system.

Suggestions

The Green HRM practices Audio notes to the students are very less compare other practices. The Audio notes can help in future if the students have doubts. The College Management of Higher educational Institutions should provide college transport to reduce pollution of the city. By sharing the transport among the teaching faculties helps to usage of more vehicles to control pollution. The College Management of Higher educational Institutions should use online communications for circulars through E-mail, Mobile phone Message or social media, which helps to minimize usage of carbon papers. x The Higher educational Institutions should implement Video Interview of the candidates who applied for job, which helps to minimizing travel to control pollution. The college Management of Higher educational Institutions should build a team for Green Human Resource Management Practices, its supports to improve Employee Involvement in Green practices.

Findings and challenged from Existing Review

1. GHRM Adoption Strategies in EIs
2. A lack of top management collaboration
3. A deficient campus infrastructure
4. A lack of ecologically sustainable HR procedures
5. Inadequate methods for safeguarding intellectual capital
6. The breakdown in communication between different management levels
7. The staff members' lack of dedication and flexibility
8. A lack of personality and leadership in academia when it comes to GHRM implementation
9. No plan for carrying it out
10. Institutions and universities do not fully comprehend GHRM
11. No appropriate GHRM Model for EIs
12. A lack of justification and clarity of HRM's goals
13. The EIs's GHRM Adoption Policy
14. Stakeholders' ignorance of GHRM procedures in EIs
15. Insufficient involvement and engagement of employees
16. Low acknowledgement of the organisation

Conclusion

The conclusion of this paper emphasizes the profile and importance of Green Human Resource Management (HRM) in select Higher educational Institutions within the study area. It provides an overview of the specific activities undertaken in these colleges to promote green HRM practices, such as electronic filing, biometric attendance systems, recycling, waste management, utilization of solar panels, and pollution-free transport facilities. Additionally, the chapter discusses the factors influencing the adoption of green HRM practices in these colleges. It highlights the significance of implementing green HRM initiatives and emphasizes the advantages associated with such practices.

Moreover, the chapter introduces a conceptual framework for Green HRM research, providing a clear understanding of the proposed model. The hypotheses of the study are framed based on this conceptual model, facilitating the investigation of green HRM practices within the context of higher education institutions. Overall, the chapter underscores the importance of green HRM practices in promoting sustainability within educational institutions and highlights the benefits of embracing environmentally friendly HRM strategies.

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