



(RESEARCH ARTICLE)



MODELING THE EFFECTS OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON SUSTAINABLE ENVIRONMENTAL PERFORMANCE: A STRUCTURAL EQUATION MODELING APPROACH

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ABSTRACT

Environmental sustainability has become a strategic priority for organizations seeking to address increasing environmental challenges, regulatory pressures, and stakeholder expectations. Green Human Resource Management (GHRM) has emerged as an important organizational approach for promoting environmentally responsible behavior and enhancing sustainability outcomes. However, empirical evidence examining the influence of specific GHRM practices on Sustainable Environmental Performance (SEP), particularly within higher education institutions in developing countries, remains limited. This study aimed to model the effects of Green Human Resource Management practices on Sustainable Environmental Performance using Structural Equation Modeling (SEM). Specifically, the study examined Green Recruitment and Selection, Green Training and Development, Green Reward, and Green Employee Participation as dimensions of GHRM and their influence on SEP. A quantitative, descriptive-correlational research design was employed involving 183 regular full-time faculty members selected through quota sampling from five National Capital Region campuses of a higher education institution in the Philippines. Data were collected using a validated survey questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through WarpPLS 8.0. Results demonstrated that the measurement model possessed satisfactory reliability and validity, with Cronbach's alpha values exceeding the recommended threshold. The structural model revealed that GHRM significantly and positively influenced Sustainable Environmental Performance ($\beta = 0.587$, $p < 0.001$), with a large effect size ($f^2 = 0.487$). Furthermore, the model explained 74.0% of the variance in SEP ($R^2 = 0.740$), indicating substantial explanatory power. The findings confirm that the implementation of green human resource practices contributes significantly to organizational environmental sustainability. The study highlights the strategic role of human resource management in advancing environmental performance and provides practical implications for educational institutions and organizations pursuing sustainability goals.

Keywords: Green Human Resource Management; Sustainable Environmental Performance; Green Recruitment and Selection; Green Employee Participation; Structural Equation Modeling.

1 INTRODUCTION

Environmental sustainability has become a global priority as organizations face increasing pressure from governments, stakeholders, customers, and society to minimize environmental degradation and promote sustainable development. Climate change, resource depletion, pollution, and biodiversity loss have intensified calls for businesses to adopt environmentally responsible practices. The United Nations Sustainable Development Goals (SDGs) emphasize the vital role of organizations in achieving environmental sustainability through effective management practices and sustainable operations (United Nations, 2015).

In response to these environmental challenges, organizations have increasingly integrated sustainability initiatives into their strategic objectives. One emerging approach is Green Human Resource Management (GHRM), which refers to the integration of environmental management principles into human resource policies and practices, including recruitment, training, performance appraisal, rewards, and employee participation (Renwick et al., 2013). GHRM aims to develop environmentally conscious employees and foster pro-environmental behavior within organizations, thereby contributing to sustainable organizational performance.

Scholars have recognized that employees play a critical role in the success of environmental management initiatives. Consequently, organizations are increasingly implementing green recruitment and selection practices to attract environmentally responsible employees, green training programs to develop sustainability competencies, green reward systems to encourage eco-friendly behaviors, and employee participation mechanisms to support environmental decision-making (Jabbour & Santos, 2008; Renwick et al., 2013).

Previous studies have demonstrated that GHRM practices positively influence environmental outcomes, organizational sustainability, and environmental performance (Paillé et al., 2014; Roscoe et al., 2019). Research has further shown that organizations adopting green HRM practices experience improvements in waste reduction, resource efficiency, environmental compliance, and overall environmental performance.

According to Ren et al. (2018), research on GHRM has grown substantially during the last decade because of increasing environmental concerns and the realization that employees serve as key agents of environmental change. Likewise, Pham et al. (2020) noted that environmental sustainability is becoming a strategic organizational objective, making GHRM an essential component of modern management systems.

Despite these developments, empirical findings concerning the relationship between specific GHRM dimensions and Sustainable Environmental Performance (SEP) remain inconclusive. Many studies have measured GHRM as a single construct rather than examining the unique contribution of individual practices such as Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Reward (GR), and Green Employee Participation (GEP). Furthermore, evidence from developing countries remains limited, creating uncertainty regarding the applicability and effectiveness of GHRM practices across different organizational contexts.

Sustainable Environmental Performance (SEP) refers to an organization's ability to continuously improve environmental outcomes through pollution prevention, resource conservation, waste reduction, environmental innovation, and compliance with environmental regulations. Organizations achieving high environmental performance are more likely to gain competitive advantages, stakeholder trust, and long-term sustainability benefits (Paillé et al., 2014).

Given these circumstances, there is a growing need to investigate how the individual dimensions of GHRM contribute to Sustainable Environmental Performance. Understanding these relationships can provide valuable insights for organizations seeking to strengthen their environmental sustainability initiatives through strategic human resource management practices.

1.1 Statement of the Problem

Environmental sustainability has become a critical concern for organizations due to increasing environmental challenges, stringent regulations, and stakeholder demands for sustainable business practices. As a result, organizations are adopting Green Human Resource Management (GHRM) practices to encourage environmentally responsible behavior among employees and improve environmental performance.

Despite the growing recognition of GHRM, there remains limited empirical evidence regarding how specific GHRM practices contribute to Sustainable Environmental Performance (SEP), particularly in developing economies and organizational contexts.

Specifically, this study seeks to answer the following questions:

1. What is the level of implementation of Green Human Resource Management practices in terms of:
 - Green Recruitment and Selection (GRS);
 - Green Training and Development (GTD);
 - Green Reward (GR); and
 - Green Employee Participation (GEP)?
2. What is the level of Sustainable Environmental Performance (SEP) among participating organizations?
3. Is there a significant relationship between Green Human Resource Management practices and Sustainable Environmental Performance?
4. Do Green Recruitment and Selection, Green Training and Development, Green Reward, and Green Employee Participation significantly influence Sustainable Environmental Performance?
5. Which dimension of Green Human Resource Management has the strongest effect on Sustainable Environmental Performance?
6. Does the proposed Structural Equation Model adequately explain the relationship between Green Human Resource Management practices and Sustainable Environmental Performance?

1.2 Research Objectives

1.2.1 General Objective

To model the effects of Green Human Resource Management practices on Sustainable Environmental Performance using Structural Equation Modeling.

1.2.2 Specific Objectives

1. To determine the level of implementation of GRS, GTD, GR, and GEP.
2. To assess the level of Sustainable Environmental Performance.
3. To examine the relationship between GHRM practices and SEP.
4. To determine the effect of each GHRM dimension on SEP.
5. To identify the strongest predictor of SEP among the GHRM dimensions.

To evaluate the fitness of the proposed Structural Equation Model.

1.2.3 Theoretical and Conceptual Framework

This study is anchored on the Ability-Motivation-Opportunity (AMO) Theory, which posits that employee performance is enhanced when employees possess the necessary abilities, motivation, and opportunities to perform effectively (Appelbaum et al., 2000). In the context of GHRM, green recruitment and training develop employees' environmental abilities, green rewards increase motivation, and employee participation provides opportunities for environmentally responsible behavior.

The study is also supported by Stakeholder Theory, which argues that organizations must address stakeholder expectations regarding environmental responsibility and sustainability. GHRM serves as a mechanism through which organizations translate stakeholder environmental expectations into workplace practices and environmental outcomes (Freeman, 1984; Vázquez-Brust et al., 2023).

The conceptual framework proposes that Green Human Resource Management practices composed of:

- Green Recruitment and Selection (GRS)
- Green Training and Development (GTD)
- Green Reward (GR)
- Green Employee Participation (GEP)

serve as independent variables influencing the dependent variable, Sustainable Environmental Performance (SEP). The framework assumes that organizations implementing stronger GHRM practices are more likely to achieve higher levels of environmental sustainability.

1.2.4 Conceptual Framework

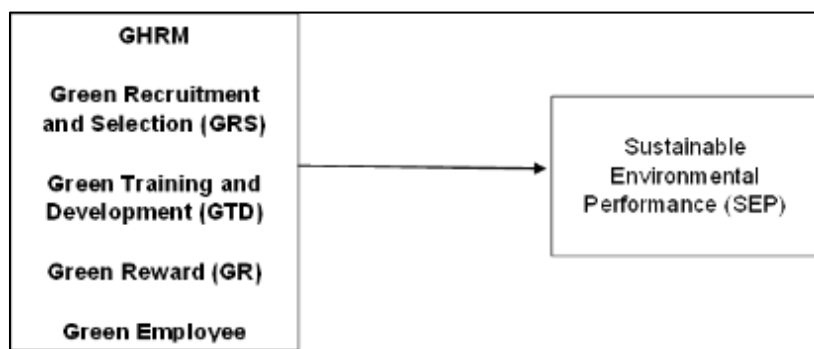


Figure 1: Conceptual Framework

1.2.5 Hypotheses:

- H₀₁: Green Human Resource Management (GHRM) practices have no significant effect on Sustainable Environmental Performance (SEP).
 H_{0a}: Green Recruitment and Selection (GRS) has no significant effect on Sustainable Environmental Performance (SEP).
 H_{0b}: Green Training and Development (GTD) has no significant effect on Sustainable Environmental Performance (SEP).
 H_{0c}: Green Reward (GR) has no significant effect on Sustainable Environmental Performance (SEP).
 H_{0d}: Green Employee Participation (GEP) has no significant effect on Sustainable Environmental Performance (SEP).

2 METHODOLOGY

2.1 Research Design

This study employed a quantitative research design utilizing a descriptive-correlational and causal research approach. The descriptive component was used to determine the level of implementation of Green Human Resource Management (GHRM) practices in terms of Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Reward (GR), and Green Employee Participation (GEP), as well as the level of Sustainable Environmental Performance (SEP). The correlational aspect examined the relationships among the study variables, while the causal component assessed the predictive effects of GHRM practices on Sustainable Environmental Performance. To test the hypothesized relationships and evaluate the proposed model, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed using WarpPLS 8.0. PLS-SEM was selected because it is appropriate for examining complex relationships among latent variables and determining the predictive power of theoretical models.

2.2 Research Locale and Setting

The study was conducted in five Higher Education Institution in the Philippines. The institution was selected because of its ongoing implementation of environmental sustainability initiatives and organizational practices that align with Green Human Resource Management principles. Furthermore, the university provides an appropriate academic setting for examining how green human resource practices influence sustainable environmental performance within higher education institutions.

2.3 Population and Respondents

The target population consisted of 336 Regular Full-Time Faculty members employed across the five NCR campuses. The respondents were selected because they are directly involved in the university's daily operations and are knowledgeable about institutional policies, environmental initiatives, and human resource practices. Their perceptions and experiences provide valuable information regarding the implementation of green human resource management practices and their contribution to environmental sustainability.

The inclusion criteria required participants to be currently employed as regular full-time faculty members in any of the five NCR campuses. Faculty members holding part-time, contractual, substitute, or administrative-only appointments were excluded from the study. Based on the sampling procedure employed, a total of 183 respondents participated in the study.

2.4 Sampling Technique

The study utilized quota sampling, a non-probability sampling technique that ensures proportional representation of respondents from each campus according to their population size. The sampling allocation was determined based on the percentage distribution of faculty members across the five campuses. The total sample size of 183 respondents was proportionally distributed. This sampling technique ensured that each NCR campus was adequately represented in the study according to its proportion within the overall faculty population.

2.5 Research Instrument

Data were collected using a structured survey questionnaire consisting of three parts. The first section gathered demographic information such as campus affiliation and academic unit. The second section measured Green Human Resource Management (GHRM) practices, while the third section measured Sustainable Environmental Performance (SEP). The questionnaire was adapted from established instruments previously validated in related studies.

The GHRM scale consisted of eight indicators adapted from Dumont, Shen, and Deng (2017), covering four dimensions: Green Recruitment and Selection, Green Training and Development, Green Reward, and Green Employee Participation. The Sustainable Environmental Performance scale consisted of eight indicators adapted from Zhu, Sarkis, and Lai (2008), focusing on energy conservation, waste reduction, environmental compliance, resource utilization, and continuous environmental improvement. All items were measured using a seven-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree), where higher scores indicated stronger agreement with each statement.

2.6 Validity and Reliability

To establish content validity, the research instrument underwent expert evaluation by specialists in business administration, sustainability management, and research methodology. Their recommendations regarding item clarity, relevance, and appropriateness were incorporated before the administration of the survey.

Reliability testing was conducted using Cronbach's Alpha. The instrument achieved an overall Cronbach's Alpha coefficient of 0.95184, indicating excellent internal consistency and reliability. According to commonly accepted standards, a Cronbach's Alpha value greater than 0.90 demonstrates excellent reliability and suggests that the items consistently measure the intended constructs.

Furthermore, the measurement model assessment using PLS-SEM demonstrated strong psychometric properties. Green Human Resource Management obtained a Cronbach's Alpha of 0.933, Composite Reliability (CR) of 0.945, and Average Variance Extracted (AVE) of 0.660. Sustainable Environmental Performance achieved a Cronbach's Alpha of 0.966, Composite Reliability of 0.971, and AVE of 0.809. These values exceeded recommended thresholds, confirming satisfactory reliability and convergent validity of the constructs.

2.7 Data Collection Procedure

Prior to data collection, the researcher secured approval from the Universities and obtained the necessary ethical clearance from the appropriate institutional ethics review body. After receiving authorization from university administrators, invitations containing the survey link were distributed to eligible faculty members through institutional communication channels.

Participants were provided with an informed consent form explaining the purpose of the study, voluntary nature of participation, confidentiality measures, and their rights as respondents. Faculty members who agreed to participate completed the web-based survey hosted through Google Forms. The survey required approximately five to ten minutes to complete. Responses were automatically recorded and stored in a secure electronic database accessible only to the researcher. After the completion of data gathering, responses were screened, cleaned, coded, and prepared for statistical analysis.

2.8 Data Analysis and Statistical Treatment

The collected data were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics, including weighted mean, frequency, percentage, and standard deviation, were utilized to determine the levels of implementation of Green Human Resource Management practices and Sustainable Environmental Performance.

To assess the proposed model and test the research hypotheses, Partial Least Squares Structural Equation Modeling (PLS-SEM) was conducted using WarpPLS 8.0. The analysis involved two major stages: measurement model assessment and structural model assessment.

A significance level of 0.05 was used in determining the statistical significance of the relationships among variables. Null hypotheses were rejected when the corresponding p-values were less than 0.05. Through these procedures, the study was able to evaluate the effects of Green Human Resource Management practices on Sustainable Environmental Performance and validate the proposed structural equation model.

3 RESULTS

3.1 Measurement Model Assessment

The reliability and validity of the constructs were first examined. Results revealed that all indicators loaded significantly on their respective constructs, with factor loadings ranging from 0.795 to 0.880 for Green Human Resource Management (GHRM) and 0.797 to 0.936 for Sustainable Environmental Performance (SEP). All loadings were significant at $p < 0.001$, indicating strong indicator reliability.

Table 1: Reliability and Convergent Validity of the Constructs

Construct	Cronbach's Alpha	Composite Reliability	AVE	Interpretation
GHRM	0.933	0.945	0.660	Reliable and valid
SEP	0.966	0.971	0.809	Reliable and valid

Note. Acceptable values: Alpha ≥ 0.70 ; CR ≥ 0.70 ; AVE ≥ 0.50 .

Table 1 shows that both Green Human Resource Management (GHRM) and Sustainable Environmental Performance (SEP) achieved Cronbach's Alpha, Composite Reliability, and AVE values that exceeded the recommended thresholds, indicating excellent reliability and convergent validity. The high reliability coefficients (GHRM = 0.933; SEP = 0.966) demonstrate that the indicators consistently measure their respective constructs, while the AVE values (GHRM = 0.660; SEP = 0.809) confirm that the constructs explain a substantial proportion of the variance in their indicators. Overall, these results validate the adequacy of the measurement model and provide strong evidence that the constructs are reliable and appropriate for subsequent structural model analysis and hypothesis testing.

3.2 Discriminant Validity

Table 2: HTMT Ratio Assessment

Construct Pair	HTMT	90% CI	p-value
GHRM $\leftrightarrow$ SEP	0.857	0.739-0.976	0.024

Note. HTMT values below 0.90 indicate adequate discriminant validity.

Table 2 presents the HTMT ratio used to assess discriminant validity between Green Human Resource Management (GHRM) and Sustainable Environmental Performance (SEP). The HTMT value of 0.857, which is below the recommended threshold of 0.90, indicates that the two constructs are empirically distinct despite being strongly related. Furthermore, the significant p-value ($p = 0.024$) and confidence interval that does not exceed the critical value support the adequacy of discriminant validity, confirming that GHRM and SEP measure separate yet closely associated concepts within the proposed model.

3.3 Structural Model Assessment

Table 3 presents the results of the structural model assessment and indicates that the proposed model achieved satisfactory levels of fit and quality. The significant values of the Average Path Coefficient (APC = 0.565), Average R-squared (ARS = 0.671), and Average Adjusted R-squared (AARS = 0.669) demonstrate that the hypothesized relationships in the model are statistically meaningful and possess substantial explanatory power. Moreover, the AVIF (2.180) and AFVIF (3.274) values fall within the recommended thresholds, indicating the absence of multicollinearity issues among the constructs.

Furthermore, the Tenenhaus Goodness-of-Fit (GoF = 0.684) exceeds the recommended benchmark for a large effect, suggesting that the model has strong overall explanatory capability. The perfect values obtained for the Simpson's Paradox Ratio (SPR = 1.000), R-squared Contribution Ratio (RSCR = 1.000), Statistical Suppression Ratio (SSR = 1.000), and Nonlinear Bivariate Causality Direction Ratio (NLBCDR = 1.000) indicate that the model is free from statistical anomalies such as suppression effects, paradoxical relationships, and incorrect causal directions. Overall, these findings confirm that the proposed structural model is statistically robust, theoretically sound, and suitable for explaining the relationship between Green Human Resource Management and Sustainable Environmental Performance.

Table 3: Model Fit and Quality Indices

Index	Value	Interpretation
APC	0.565	Significant
ARS	0.671	Significant
AARS	0.669	Significant
AVIF	2.180	Ideal
AFVIF	3.274	Acceptable
GoF	0.684	Large
SPR	1.000	Ideal
RSCR	1.000	Ideal
SSR	1.000	Met
NLBCDR	1.000	Met

Note. All model fit criteria satisfied recommended thresholds.

3.4 Explanatory and Predictive Power

Table 4: Coefficient of Determination and Predictive Relevance

Endogenous Variable	R ²	Adjusted R ²	Q ²	Interpretation
SEP	0.740	0.737	0.740	Substantial explanatory and predictive power

Table 4 indicates that the model possesses substantial explanatory power, as Green Human Resource Management (GHRM) practices explain 74.0% of the variance in Sustainable Environmental Performance (SEP) ($R^2 = 0.740$). The Adjusted R^2 value of 0.737 closely approximates the R^2 value, demonstrating the stability and robustness of the model. Furthermore, the Q^2 value of 0.740 confirms strong predictive relevance, suggesting that GHRM is a significant predictor of Sustainable Environmental Performance and that the proposed model has excellent predictive capability.

3.5 Hypothesis Testing

Table 5: Path Coefficients and Hypothesis Testing

Hypothesis	Path	β	SE	p-value	Effect Size (f^2)	Decision
H1	GHRM $\rightarrow$ SEP	0.587	0.066	< 0.001	0.487 (Large)	Supported

4 DISCUSSIONS

The study investigated the influence of Green Human Resource Management practices on Sustainable Environmental Performance using Structural Equation Modeling. The findings demonstrated that GHRM significantly and positively predicts SEP. Specifically, the path coefficient of $\beta = 0.587$ indicates that greater implementation of green HRM practices leads to higher levels of sustainable environmental performance.

These findings suggest that organizations that integrate environmental considerations into their human resource policies are more likely to achieve environmental sustainability goals. Green recruitment and selection attract applicants who value sustainability, green training equips employees with environmental knowledge and skills, green rewards motivate environmentally responsible behavior, and green employee participation empowers employees to contribute to environmental initiatives. Together, these practices foster a workplace culture supportive of sustainability.

The model's explanatory power was substantial, accounting for 74% of the variance in sustainable environmental performance. This indicates that GHRM serves as a major determinant of organizational environmental outcomes. The high R^2 value implies that environmental performance improvements can be largely attributed to effective green HRM implementation.

The findings are consistent with previous studies that have emphasized the strategic role of GHRM in promoting environmental sustainability. Scholars have reported that organizations implementing green recruitment, environmental training, reward systems, and employee involvement programs tend to experience better environmental performance outcomes. The present study reinforces those findings by providing empirical evidence through PLS-SEM analysis.

Furthermore, the large effect size ($f^2 = 0.487$) demonstrates that GHRM is not merely a supporting organizational practice but a critical strategic mechanism for achieving sustainability objectives. The result implies that human resource departments play a crucial role in influencing environmental initiatives and outcomes.

From a practical perspective, the findings highlight the necessity for organizations to embed environmental objectives within HRM policies. Organizations that prioritize green HRM can improve resource conservation, reduce waste generation, strengthen environmental compliance, and enhance their long-term sustainability performance.

5 CONCLUSION

Based on the findings, the study concludes that Green Human Resource Management significantly influences Sustainable Environmental Performance. The measurement and structural models demonstrated satisfactory reliability, validity, and model fit, confirming the robustness of the proposed framework.

The results revealed that organizations implementing green HRM practices are more likely to achieve superior environmental performance outcomes. Specifically, GHRM exerted a significant positive and large effect on SEP, indicating that environmentally oriented human resource policies and practices contribute substantially to organizational sustainability efforts.

Moreover, the model explained 74% of the variance in Sustainable Environmental Performance, demonstrating that GHRM is a powerful predictor of environmental sustainability within organizations.

Overall, the study validates the theoretical proposition that GHRM serves as an effective organizational strategy for enhancing sustainable environmental performance.

Recommendations

Based on the conclusions of the study, the following recommendations are offered:

- Institutionalize Green Recruitment and Selection. Organizations should incorporate environmental values and sustainability competencies into hiring criteria to attract environmentally conscious employees.
- Strengthen Green Training and Development Programs. Regular environmental training should be provided to enhance employee awareness, knowledge, and environmental management skills.
- Implement Green Reward Systems. Organizations should establish incentives and recognition programs that encourage employees to participate in environmental initiatives and adopt sustainable behaviors.
- Promote Employee Participation in Environmental Programs. Management should encourage employees to contribute ideas and actively participate in environmental decision-making and sustainability projects.
- Integrate Sustainability into Strategic HR Policies. Human resource managers should align organizational goals with environmental objectives to ensure long-term sustainability.
- Conduct Future Research Using Individual GHRM Dimensions. Future studies should assess the individual effects of Green Recruitment and Selection, Green Training and Development, Green Reward, and Green Employee Participation on Sustainable Environmental Performance to identify the strongest predictor.
- Expand the Research Context. Future researchers may replicate the study across different industries, sectors, and geographic locations to enhance the generalizability of the findings.
- Examine Additional Variables. Future studies may investigate potential mediating or moderating variables such as organizational culture, environmental commitment, leadership, and environmental innovation to further explain sustainable environmental performance.

COMPLIANCE WITH ETHICAL STANDARDS

Disclosure of Conflict of Interest

The authors declare that they have no known financial interests, personal relationships, or competing interests that

could have appeared to influence the work reported in this manuscript, *Modeling the Effects of Green Human Resource Management Practices on Sustainable Environmental Performance: A Structural Equation Modeling Approach*. The research was conducted independently, and the authors have no conflicts of interest to disclose.

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