**Green HRM and Sustainable Development in the Tannery Industry: A Literature Review**

**Abstract**

During the last 15-20 years, the international business environment has undergone rapid changes. As a result, many organizations are now seen to be adopting a multifaceted approach to achieve success. Organizations are now reshaping the definition of success to include more sustainable measures like the Triple Bottom Line, Quadruple Bottom Line, and outcomes that benefit the society, rather than only focusing on financial metrics. Green human resource management (GHRM) is an emerging concern for the tannery industry in developing economies. The tannery industry is widely acknowledged as one of the most polluting industries on earth. Therefore, it becomes essential for industries to implement effective GHRM practices to promote a more environmentally responsible workforce. The primary objective of every nation is to enhance the social well-being of its citizens through the achievement of macroeconomic sustainability. Therefore, it becomes important to improve the environmental performance without compromising its financial growth. The research aims to determine the factors that are associated with non-performing loans. Through a systematic review of relevant literature, I have identified and included 14 articles for examination. Additionally, I have reviewed the bibliographical references to ensure the validity of the study and to prevent any potential omissions. I have identified several variables that are influenced by Global Human Resource Management (GHRM). I have found no external variables and highly recommend conducting research to explore the external variables that may further affect GHRM.

**Introduction**

Over the past 10–15 years, the global business environment has changed rapidly, and many organizations are now seen to be adopting a multi-purpose approach (Aust et al., 2020). As a result, they prioritize sustainability, encompassing the Triple Bottom Line, Quadruple Bottom Line, and common good outcomes alongside financial performance(O‟ Higgins & Zsolnai, 2017). Individuals within organizations play a vital role in the effectiveness and success of a company's sustainability strategy (Opoku-Dakwa et al., 2018). The concept of sustainable human resource management (SHRM) was first introduced almost 20 years ago (Aust et al., 2020). Since then, a lot of literature has been published on the topic (De Stefano et al., 2018; Podgorodnichenko et al., 2020). The researchers supporting the role of human resources in improving environmental performance have concentrated on environment-friendly employee behaviour as a key factor in effectively implementing environmental policies at the workplace (A. Kim et al., 2017). The environment-friendly behaviour of employees is becoming increasingly essential for all organisations across all sectors, including the tertiary education sector (Rayner & Morgan, 2018). As per the theory of HR attributions (Hewett et al., 2018), perception is important to consider as employees react differently to HRM practices based on their beliefs about the employers' motivations for implementing them. Green human resource management (GHRM) is an arising concern within the tannery industry, particularly in developing economies. The tannery industry can be widely recognized as one of the most polluting industries on earth. Therefore, it becomes essential for the companies within this sector to adopt GHRM practices to promote a more eco-friendly approach to business operations (Moktadir et al., 2020). For every country, macro-economic sustainability is the major aim of improving the social welfare of its citizens. Therefore, environmental performance needs to be improved while maintaining financial growth (Raut et al., 2020). Researchers have emphasized the importance of human resources in improving environmental performance by focusing on promoting environmentally friendly employee behaviour. This has been identified as a key factor in effectively implementing environmental policies in the workplace (A. Kim et al., 2017). In today's business landscape, the environmentally conscious actions of employees are increasingly crucial for organizations across all sectors, including tertiary education (Rayner & Morgan, 2018). In accordance with the theory of HR attributions (Hewett et al., 2018), it is crucial to consider perception as a key factor in understanding how employees respond to HRM practices. Employees' reactions to these practices vary based on their beliefs regarding the motivations behind their implementation by employers. Green Human Resource Management (GHRM) is a pressing concern within the tannery industry, particularly in developing economies. The tannery industry is widely recognized as one of the most polluting industries globally. Therefore, it is essential for companies within this sector to adopt GHRM practices to promote environmental sustainability and reduce their carbon footprint. Implementing GHRM strategies is important for greening the workforce and fostering a more sustainable future for the industry (Moktadir et al., 2020). In order to enhance the social welfare of its citizens, every country strives to achieve macroeconomic sustainability. This entails improving environmental performance while also maintaining financial growth. (Raut et al., 2020)

**Literature Review**

Khan & Muktar (2020) demonstrated that Green Human Resource Management (GHRM) remains an evolving concept. This review aims to provide modern researchers with a comprehensive overview of the current landscape in order to guide their research endeavours effectively. Hauret et al. (2020) have conducted a study that delves into the intricate relationships between human resource management (HRM) practices and job satisfaction. By incorporating both employee HRM exposure and perception into their analysis, the authors have contributed a unique perspective to the existing literature. Their findings reveal that simply increasing HRM exposure is not enough to enhance job satisfaction; rather, it is the employee's perception of HRM practices that plays a crucial role in shaping their satisfaction levels. Furthermore, the study underscores the significance of differences in employee HRM perception, as opposed to exposure, in influencing how individuals respond to their personal, job, and workplace dynamics. The results suggest that managers have a pivotal role in fostering positive HRM perception among employees to ultimately boost job satisfaction. This highlights the importance of not only implementing HRM practices but also ensuring that employees perceive them in a positive light.

Yusoff et al. (2020) have demonstrated that the hotel industry is facing a multitude of environmental challenges. As a result, there is a growing imperative to respond appropriately to these issues by implementing sustainable business practices, such as the adoption of green human resource management (HRM) practices. This not only benefits the organization and its stakeholders but also underscores the importance of examining how green HRM practices can improve environmental performance within the hotel industry.

The findings of this study build upon previous research by emphasizing the pivotal role of green HRM practices in driving environmental performance. Furthermore, the study delves into how each dimension of green HRM practices can either bolster or impede environmental performance. This highlights the intricate relationship between HRM practices and environmental outcomes, shedding light on the potential for significant improvements in sustainability within the hotel industry.

Islam et al. (2020) conducted a study on the impact of green human resource management (GHRM) practices on turnover intention among millennial employees in the hotel industry. The study focused on various GHRM practices, including green recruitment and selection, green training, green performance management, green involvement, and green rewards.

The analysis of the data using partial least squares structural equation modelling revealed that only green involvement and green pay and rewards had a significant impact on reducing turnover intention among millennials. Interestingly, the study did not find any moderating effect of the work environment on the relationship between GHRM practices and turnover intention among millennials working in hotels in Malaysia.

Overall, the findings suggest that specific GHRM practices, such as green involvement and green pay and rewards, play a crucial role in reducing turnover intention among millennial employees in the hotel industry. This highlights the importance of implementing sustainable HR practices to retain and engage young talent in the hospitality sector.

Tang et al. (2018) introduced and validated an instrument for measuring Green Human Resource Management (GHRM). Their research confirmed the validity of the proposed measurement. This study stands as the first and most comprehensive effort to assess key human resource practices related to environmental management. The findings offer a valuable foundation for future research and practical application in this area.

In their recent study, Ansari et al. (2021) have uncovered compelling evidence that green human resource management (GHRM) practices have a significant impact on employees' green commitment and pro-environmental behaviours (PEBs). Furthermore, their findings indicate that green commitment plays a crucial role in mediating the relationship between GHRM and PEBs. This research sheds light on the importance of implementing GHRM strategies in organizations to foster a culture of environmental responsibility among employees. In his 2019 study, Chaudhary explores how organizational prestige (OP) and organizational attractiveness (OA) serve as sequential mediators in the relationship between Green Human Resource Management (GHRM) and job pursuit intention (JPI). By delving into the intricate micro-level processes through which GHRM influences prospective applicants' JPI, the study enhances our comprehension of the human element in environmental management. This research lays the groundwork for the development of more effective GHRM systems.

**Chaudhary (2020)** highlights the significant impact of Green Human Resource Management (GHRM) on both task-related and voluntary employee green behaviors. The study also reveals that organizational identification plays a crucial role in mediating this effect. Interestingly, gender and environmental values were found to have no moderating effect on the relationship between GHRM and employee green behaviour.

This research underscores the importance of Human Resource Management (HRM) in promoting environmental sustainability. It emphasizes the urgent need to integrate sustainability principles into HR systems to effectively work towards achieving sustainable development goals.

Roscoe et al. (2019) discovered that implementing pro-environmental Human Resource Management (HRM) practices such as hiring, training, performance appraisal, and incentivization can significantly contribute to the cultivation of green organizational culture. They identified key enablers of green organizational culture, which include leadership emphasis, message credibility, peer involvement, and employee empowerment. This research underscores the importance of integrating these practices to foster environmentally conscious employees within an organization.

Furthermore, the implications of this study extend to the realm of education, particularly in preparing future generations of responsible managers. Educators are encouraged to provide students with a comprehensive understanding of Green HRM practices necessary for establishing an organizational culture that prioritizes environmental awareness. By equipping aspiring managers with the knowledge and skills to implement these practices effectively, we can ensure the sustainability and success of businesses in an increasingly environmentally conscious world.

Al Kerdawy (2019) delves into the significance of corporate support for employee volunteering (CSEV) in enhancing the effectiveness of Global Human Resource Management (GHRM) in promoting Corporate Social Responsibility (CSR) practices within the top 30 firms listed on the EGX100 at the Egyptian stock exchange. The research findings reveal that both GHRM and CSEV have a positive impact on the adoption of CSR activities. Moreover, CSEV is shown to play a crucial role in amplifying the influence of GHRM on the implementation of CSR initiatives within the examined companies.

Shah (2019) developed a reliable measurement scale for green human resource management. The measuring instruments demonstrated both convergent and discriminant validity. Additionally, various model fit indices indicated the overall fitness of the model. This study also offered supplementary evidence regarding the underlying structure of the construct, which can be highly beneficial for researchers and practitioners in this field.

Islam, Hunt, et al. (2020) delved into the challenges and potential solutions associated with implementing green human resource management practices in the workplace. Their research revealed that implementing strict rules and regulations, establishing monitoring systems, incorporating relevant courses in university curricula, offering comprehensive training programs, and providing monetary incentives are effective strategies for promoting green human resource management practices within organizations. These findings underscore the importance of proactive measures in fostering sustainability and environmental responsibility in the workplace.

Cheema & Javed (2017) emphasize the crucial role of senior management in ensuring that employees are supported in their efforts to achieve social, ecological, and economic benefits from a green environment. The integration of green practices within the human resource department is highlighted as a key process that impacts green selection and recruitment, performance appraisal methods, reward and pay systems, and the cultivation of a supportive green culture. The significance of a green environment is underscored in the paper, along with the various initiatives undertaken by companies to maintain a sustainable environment.

AlRomeedy (2019) explored the adoption of green human resource management practices by Egyptian travel agencies. He identified the challenges hindering their implementation and highlighted the key requirements for successful adoption. The findings revealed that Egyptian travel agencies are not currently implementing green human resource management practices due to various constraints.

Nejati et al. (2017) conducted a study examining the relationship between green human resource management (GHRM) and green supply chain management (GSCM), while also considering the impact of employees' resistance to change. The findings of the study uncovered several key points:

Firstly, the study confirmed the significant and positive influence of GHRM on GSCM, highlighting the importance of integrating HRM practices with green management strategies.

Secondly, it was identified that practices such as "Green Development and Training", "Green Employee Empowerment", and "Green Pay and Reward" have the most positive impact on GSCM. These specific practices of GHRM should be prioritized by managers seeking to enhance their organization's sustainability efforts.

Lastly, the study found that "Resistance to Change" acts as a moderating factor in the relationship between GHRM, particularly in the areas of green recruitment and selection, and GSCM. This resistance can hinder the establishment of a sustainable corporate culture, starting with the recruitment and selection of new employees.

Overall, the study emphasizes the importance of aligning HRM practices with green management initiatives, while also recognizing and addressing potential barriers such as employees' resistance to change. Managers are encouraged to focus on implementing key GHRM practices that have been shown to positively impact GSCM, in order to drive sustainable business practices and outcomes.

Zaid et al. (2018) explored the relationship between green human resource management practices and green supply chain management, both internally and externally. They examined how these practices impact the Triple Bottom Lines of sustainability performance, which include environmental, social, and economic aspects. The data analysis revealed that both green human resource management and green supply chain management practices positively influence sustainable performance when implemented together. Specifically, the study found that green human resource management practices directly impact sustainable performance, with green supply chain management practices mediating this effect. This highlights the importance of integrating both practices to enhance overall sustainability performance.

Y. J. Kim et al. (2019) explore strategies for enhancing employees' eco-friendly behaviour and improving hotels' environmental performance through the implementation of green human resource management practices. The research findings indicate that green human resource management not only boosts employees' organizational commitment and eco-friendly behaviour but also contributes to the overall environmental performance of hotels. As a result, this study recommends that hotel top management and HR managers prioritize the establishment of green human resource management policies to drive sustainable practices within their organizations.

Pham et al. (2019) discovered that Green Human Resource Management (GHRM) practices have a direct impact on Organizational Citizenship Behaviour for the Environment (OCBE). Furthermore, the interaction of three specific GHRM practices - training, performance management, and employee involvement - can significantly enhance employees' voluntary green behaviour. This enhancement is dependent on the level of green performance management and green employee involvement within the organization. Additionally, green training was identified as a crucial mechanism for boosting employees' voluntary green behaviour. These findings highlight the importance of implementing effective GHRM practices to promote environmentally friendly behaviours within the workplace.

Yong et al. (2019) discovered that green human capital and green relational capital have a significant impact on green human resource management. Surprisingly, they found that green structural capital did not show a significant relationship with green human resource management.

Mishra (2017) emphasizes the importance of implementing green human resource practices, such as environmental training, green recruitment, performance appraisal, employee involvement, and compensation. The findings suggest that there is untapped potential in utilizing these practices to encourage pro-environmental behavior within organizations. Analysis of the data also indicates that top-management support and mutual learning among departments are essential in facilitating green behaviors among employees.

**References:**

Cahya, Cahya. (2021). Green Human Resource Management: A Literature Review. Social Science Studies. 1. 78-91. 10.47153/sss12.1992021.

Aboramadan, M. (2020). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. International Journal of Organizational Analysis. <https://doi.org/10.1108/IJOA-05-2020-2190>

Agyabeng-Mensah, Y., Ahenkorah, E., Afum, E., Nana Agyemang, A., Agnikpe, C., & Rogers, F. (2020). Examining the influence of internal green supply chain practices, green human resource management and supply chain environmental cooperation on firm performance. Supply Chain Management, 25(5), 585–599. <https://doi.org/10.1108/SCM-11-2019-0405>

Al-Minhas, U., Ndubisi, N. O., & Barrane, F. Z. (2020). Corporate environmental management: A review and integration of green human resource management and green logistics. Management of Environmental Quality: An International Journal, 31(2), 431–450. <https://doi.org/10.1108/MEQ-07-2019-0161>

Al-Romeedy, B. S. (2019). Green human resource management in Egyptian travel agencies: constraints of implementation and requirements for success. Journal of Human Resources in Hospitality and Tourism, 18(4), 529–548. <https://doi.org/10.1080/15332845.2019.1626969>

Al Kerdawy, M. M. A. (2019). The Role of Corporate Support for Employee

Volunteering in Strengthening the Impact of Green Human Resource Management Practices on Corporate Social Responsibility in the Egyptian Firms. European Management Review, 16(4), 1079–1095. <https://doi.org/10.1111/emre.12310>

Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. Journal of Cleaner Production, 247, 119131. <https://doi.org/10.1016/j.jclepro.2019.119131>

Ansari, N. Y., Farrukh, M., & Raza, A. (2021). Green human resource management and employees pro-environmental behaviours: Examining the underlying mechanism. Corporate Social Responsibility and Environmental Management, 28(1), 229–238. <https://doi.org/10.1002/csr.2044>

Anwar, N., Nik Mahmood, N. H., Yusliza, M. Y., Ramayah, T., Noor Faezah, J., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. Journal of Cleaner Production, 256, 120401. <https://doi.org/10.1016/j.jclepro.2020.120401>

Artha, B., & Jufri, A. (2021). BOARD GENDER DIVERSITY: SUATU TELAAH

PUSTAKA. Jurnal Proaksi, 8(1), 193–200.

Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common Good HRM: A paradigm shift in Sustainable HRM? Human Resource Management Review, 30(3), 100705. <https://doi.org/10.1016/j.hrmr.2019.100705>

Chaudhary, R. (2018). Can green human resource management attract young talent?

An empirical analysis. Evidence-Based HRM, 6(3), 305–319. <https://doi.org/10.1108/EBHRM-11-2017-0058>

Chaudhary, R. (2019). Green human resource management and job pursuit intention: Examining the underlying processes. Corporate Social Responsibility and Environmental Management, 26(4), 929–937. <https://doi.org/10.1002/csr.1732>

Chaudhary, R. (2020). Green Human Resource Management and Employee Green Behavior: An Empirical Analysis. Corporate Social Responsibility and Environmental Management, 27(2), 630–641. <https://doi.org/10.1002/csr.1827>

Cheema, S., & Javed, F. (2017). The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment. Cogent Business and Management, 4(1). <https://doi.org/10.1080/23311975.2017.1310012>

Conz, E., & Magnani, G. (2019). A Dynamic Perspective on the Resilience of Firms: A Systematic Literature Review and a Framework for Future Research. In European Management Journal. Elsevier B.V. <https://doi.org/10.1016/j.emj.2019.12.004>

De Stefano, F., Bagdadli, S., & Camuffo, A. (2018). The HR role in corporate social responsibility and sustainability: A boundary-shifting literature review. Human Resource Management, 57(2), 549–566. <https://doi.org/10.1002/hrm.21870>

Freitas, W. R. de S., Caldeira Oliveira, J. H., Teixeira, A. A., & Stefanelli, N. O. (2020). Green human resource management, corporate social responsibility and customer relationship management: relationship analysis in the Brazilian context. International Journal of Productivity and Performance Management. <https://doi.org/10.1108/IJPPM-12-2019-0597>

Ghouri, A. M., Mani, V., Khan, M. R., Khan, N. R., & Srivastava, A. P. (2020).

Enhancing business performance through green human resource management practices: an empirical evidence from Malaysian manufacturing industry.

International Journal of Productivity and Performance Management, 69(8), 1585–1607.<https://doi.org/10.1108/IJPPM-11-2019-0520>

Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees‟ environmental performance? International Journal of Manpower, 41(7), 1061–1079. <https://doi.org/10.1108/IJM-08-2019-0407>

Hauret, L., Martin, L., Omrani, N., & Williams, D. R. (2020). How do HRM practices improve employee satisfaction? Economic and Industrial Democracy. <https://doi.org/10.1177/0143831X20962199>

Hewett, R., Shantz, A., Mundy, J., & Alfes, K. (2018). Attribution theories in Human Resource Management research: a review and research agenda. International Journal of Human Resource Management, 29(1), 87–126. <https://doi.org/10.1080/09585192.2017.1380062>

Islam, M. A., Hunt, A., Jantan, A. H., Hashim, H., & Chong, C. W. (2020). Exploring challenges and solutions in applying green human resource management practices for the sustainable workplace in the ready-made garment industry in Bangladesh. Business Strategy and Development, 3(3), 332–343. <https://doi.org/10.1002/bsd2.99>

Islam, M. A., Jantan, A. H., Yusoff, Y. M., Chong, C. W., & Hossain, M. S. (2020).

Green Human Resource Management (GHRM) Practices and Millennial

Employees‟ Turnover Intentions in Tourism Industry in Malaysia: Moderating Role of Work Environment. Global Business Review, 1–21. <https://doi.org/10.1177/0972150920907000>

Jerónimo, H. M., Henriques, P. L., Lacerda, T. C. de, da Silva, F. P., & Vieira, P. R. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. Journal of Business Research, 112(June),

413–421. <https://doi.org/10.1016/j.jbusres.2019.11.036>

Khairi, A., Bahri, B., & Artha, B. (2021). A Literature Review of Non-Performing Loan. Journal of Business and Management Review, 2(5), 366–373. <https://doi.org/10.47153/jbmr25.1402021>

Khan, M. H., & Muktar, S. N. (2020). A bibliometric analysis of green human resource management based on scopus platform. Cogent Business and Management, 7(1). <https://doi.org/10.1080/23311975.2020.1831165>

Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2017). Multilevel Influences on Voluntary Workplace Green Behavior: Individual Differences, Leader Behavior, and Coworker Advocacy. Journal of Management, 43(5), 1335– 1358. <https://doi.org/10.1177/0149206314547386>

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees‟ eco-friendly behavior and environmental performance. International Journal of Hospitality Management, 76(March 2018), 83–93. <https://doi.org/10.1016/j.ijhm.2018.04.007>

Mishra, P. (2017). Green human resource management: a framework for sustainable organizational development in an emerging economy. International Journal of Organizational Analysis, 14(1). <https://doi.org/10.1108/ijoa.2006.34514aaa.001>

Moktadir, M. A., Dwivedi, A., Ali, S. M., Paul, S. K., Kabir, G., & Madaan, J. (2020). Antecedents for greening the workforce: implications for green human resource management. International Journal of Manpower, 41(7), 1135–1153. <https://doi.org/10.1108/IJM-07-2019-0354>

Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. Journal of Cleaner Production, 243. <https://doi.org/10.1016/j.jclepro.2019.118595>

Nejati, M., Rabiei, S., & Chiappetta Jabbour, C. J. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees‟ resistance to change. Journal of Cleaner Production, 168, 163–172. <https://doi.org/10.1016/j.jclepro.2017.08.213>

O‟Higgins, E., & Zsolnai, L. (2017). Progressive Business Models: Creating Sustainable and Pro-social Enterprise. London, Palgrave-MacMillan, 3–25.

Opoku-Dakwa, A., Chen, C. C., & Rupp, D. E. (2018). CSR initiative characteristics and employee engagement: An impact-based perspective. Journal of Organizational Behavior, 39(5), 580–593. <https://doi.org/10.1002/job.2281>

Paillé, P., Valéau, P., & Renwick, D. W. (2020). Leveraging green human resource practices to achieve environmental sustainability. Journal of Cleaner Production,

260. <https://doi.org/10.1016/j.jclepro.2020.121137>

Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2020). Green human resource management: a comprehensive review and future research agenda. International Journal of Manpower, 41(7), 845–878. <https://doi.org/10.1108/IJM-07-2019-0350>

Pham, N. T., Tučková, Z., & Chiappetta Jabbour, C. J. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. Tourism Management, 72(August 2018), 386–399. <https://doi.org/10.1016/j.tourman.2018.12.008>

Pham, N. T., Vo Thanh, T., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel‟s environmental performance: Interaction and mediation analysis. International Journal of Hospitality Management, 88(August). <https://doi.org/10.1016/j.ijhm.2019.102392>

Podgorodnichenko, N., Edgar, F., & McAndrew, I. (2020). The role of HRM in developing sustainable organizations: Contemporary challenges and contradictions. Human Resource Management Review, 30(3), 0–1. <https://doi.org/10.1016/j.hrmr.2019.04.001>

Ragas, S. F. P., Tantay, F. M. A., Chua, L. J. C., & Sunio, C. M. C. (2017). Green

lifestyle moderates GHRM‟s impact on job performance. International Journal of Productivity and Performance Management, 66(7), 857–872. <https://doi.org/10.1108/IJPPM-04-2016-0076>

Raut, R. D., Gardas, B., Luthra, S., Narkhede, B., & Kumar Mangla, S. (2020).

Analysing green human resource management indicators of automotive service sector. International Journal of Manpower, 41(7), 925–944. <https://doi.org/10.1108/IJM-09-2019-0435>

Rayner, J., & Morgan, D. (2018). An empirical study of „green‟ workplace behaviours: ability, motivation and opportunity. Asia Pacific Journal of Human Resources, 56(1), 56–78. <https://doi.org/10.1111/1744-7941.12151>

Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm‟s environmental performance for sustainable development. Business Strategy and the Environment, 28(5), 737–749. <https://doi.org/10.1002/bse.2277>

Salim, N., Ab Rahman, M. N., & Abd Wahab, D. (2019). A systematic literature review of internal capabilities for enhancing eco-innovation performance of

manufacturing firms. Journal of Cleaner Production, 209, 1445–1460. <https://doi.org/10.1016/j.jclepro.2018.11.105>

Shah, M. (2019). Green human resource management: Development of a valid measurement scale. Business Strategy and the Environment, 28(5), 771–785. <https://doi.org/10.1002/bse.2279>

Singh, S. K., Giudice, M. Del, Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. Technological Forecasting and Social Change, 150(May 2019), 119762. <https://doi.org/10.1016/j.techfore.2019.119762>

Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. Asia Pacific Journal of Human Resources, 56(1), 31–55. <https://doi.org/10.1111/1744-7941.12147>

Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. Journal of Business Research, 123(October 2020), 57–69. <https://doi.org/10.1016/j.jbusres.2020.09.055>

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. Journal of Cleaner Production, 215, 364–374. <https://doi.org/10.1016/j.jclepro.2018.12.306>

Yu, W., Chavez, R., Feng, M., Wong, C. Y., & Fynes, B. (2020). Green human resource management and environmental cooperation: An ability-motivation-opportunity and contingency perspective. International Journal of Production Economics, 219(August 2018), 224–235. <https://doi.org/10.1016/j.ijpe.2019.06.013>

Yusliza, M. Y., Norazmi, N. A., Jabbour, C. J. C., Fernando, Y., Fawehinmi, O., & Seles, B. M. R. P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. Benchmarking, 26(6), 2051–2078. <https://doi.org/10.1108/BIJ-09-2018-0283>

Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry. Global Business Review, 21(3), 663–680. <https://doi.org/10.1177/0972150918779294>

Zaid, A. A., Jaaron, A. A. M., & Talib Bon, A. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. Journal of Cleaner Production, 204, 965–979. https://doi.org/10.1016/j.jclepro.2018.09.062