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Impact of Green HRM Practices on Environmental Performance: An Analysis

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ABSTRACT

This research examines the effect of Green HRM practices on environmental performance with Green Employee Behavior, Green Organizational Culture, and Environmental Efficiency as the variables of interest. The main purpose is to establish the relationship between Green HRM practices and these factors, and improve environmental performance. The target population was 100 employees of HRM, and the data was collected and analyzed through CFA by employing random sampling techniques, and through the help of SPSS and AMOS. Therefore, based on the CFA results, Green HRM practices can be seen to have an impact on the behaviour of the employees and culture of the organization, but there is still room for improvement with some of the indicators. In particular, the results indicated that Green Employee Behavior and Green Organizational Culture were positively impacted by Green HRM practices; however, the fit indices showed that there was room for improving the model's accuracy. The study finds that the implementation of Green HRM practices significantly enhances the organization's environmental performance due to the increased awareness and commitment to environmental issues by the employees. These results underscore the need for the integration of green practices into the overall HRM strategies to enhance the effectiveness of environmental management and provide practical recommendations for the HR practitioners and organizational executives who seek to enhance their organizations' sustainability efforts.

Keywords: Environmental Performance, Green Employee Behavior, Green Organizational Culture, Environmental Efficiency, and HRM Practices

INTRODUCTION

Thus, the incorporation of environmental sustainability into an organization's practices has become more important in the modern world of business (Younis & Hussain 2023). The concept of Green Human Resource Management (Green HRM) has gained much attention as a strategy to increase the organizations' environmental consciousness (Usman & Mat 2021). Green HRM integrates a variety of activities that focuses on linking human resource management with environmental objectives such as green recruitment, training, performance management, and green employees' engagement (Nisar et al. 2021). The effects of such practices on environmental performance are an important research topic because it provides understanding on how organizations can promote sustainable behavior and realize environmental enhancement on a large scale (Yusoff et al. 2020). This research examines the relationship between Green HRM practices and environmental performance by focusing on three main factors: A review of the three dimensions namely Green Employee Behavior, Green Organizational Culture and Environmental Efficiency (Aggarwal & Agarwala 2023). Green Employee Behavior evaluates the extent to which the implemented HRM practices affect the employees' sustainable behavior in their working environment (Adeel et al. 2022). Green Organizational Culture measures the degree of integration of environmental standards within the organizational culture. Environmental Efficiency is one of the EE perspectives which determines how competent an organization is on the management of environmental issues such as resource utilization, waste disposal and control of emissions among others. Based on these factors, the study seeks to establish an understanding of how Green HRM practices result in better environmental performance. The results will be beneficial to the HRM practitioners and organizational executives who are interested in understanding and enhancing green strategies that contribute to environmental stewardship (Shahzad et al. 2023).

The Role of Green HRM

Green HRM practices refer to the processes of integrating environmental sustainability objectives into the human resource management system (Aftab et al. 2023). Some of the green human resource management practices include green recruitment and selection, green training and development, green performance management, and green employee involvement (Muisyo and Qin 2021). Thus, organizations integrate environmental factors into the HRM processes in order to develop a workforce that would not only recognize environmental problems but also participate in the achievement of sustainability goals. For example, green recruitment is about

selecting people who have a strong environmental consciousness while green training aims at improving the skills of the employees in matters sustainability.

Among the facets, the influence of Green HRM practices on the organizational culture and employee behaviour is most profound(Gill et al. 2021). Green organizational culture can be defined as the extent to which sustainability is valued, incorporated, and promoted in an organization. Employees are urged to practice environmental consciousness, engage in environmentally friendly activities, and contribute to the organization's environmental management. The change in culture can result in a motivated workforce which implies that environmental goals can be achieved(Amjad et al. 2021).

The Evaluation of Environmental Performance and Its Significance

Environmental compliance is defined as the measure of an organisation's ability to manage the environmental effects(Fang et al. 2022). They include the use of resources, waste disposal, reduction of emissions, and adherence to the set environmental laws(Ren et al. 2021). The attainment of efficient environmental performance is not only important in meeting legal requirements but also improves the image of the organization, increases the use of efficient resource use and thus long-term viability (Kraus et al., 2020).

Businesses with high levels of environmental responsibility can adapt effectively to change, satisfy customer expectations for green goods and services, and decrease the firm's environmental impacts. Environmental efficiency enhancement entails the application of practices, and technologies, which aim at reducing consumption, wastage, and emissions (Asiae et al. 2022). This can lead to substantial cost reduction and add up to the whole goals and objectives of sustainability in an organization.

Significance of the Study

The importance of this research is anchored on the fact that it can help in establishing the correlation between Green HRM practices and environmental performance. The significance of the study is as follows: The study seeks to establish the best practices and strategies for improving the Green HRM practices that affect employee behaviours, organizational culture, and environmental efficiency. The results of this study can be useful for the members of HR profession, managers, and policymakers in understanding the efficiency of Green HRM practices in changing the employees' behaviour and in enhancing the environmental outcomes. These findings can help organisations to formulate and/or improve the Green HRM strategies,

improve its environmental outcomes, and support the overall sustainability objectives. In addition, this research shall advance knowledge on Green HRM by establishing the effects of the practices on environmental performance. Thus, it contributes to the knowledge of how HRM operational activities can facilitate environmental sustainability and provides prescriptive advice for organisations that want to implement sustainable practices into their HRM processes

Research Questions and Objectives

Based on the research questions the study aims at establishing the correlation between Green HRM practices and environmental performance. These questions aim to explore the following areas: These questions aim to explore the following areas:

1. This paper seeks to find out how Green HRM practices affect Green Employee Behavior.
2. The following research question is formulated: How is Green HRM practices related to Green Organizational Culture?
3. The following research question relates to the theory: How does Green HRM practices influence Environmental Efficiency?

The following are the research objectives of the study:

To assess the relationship between Green HRM practices and each of the aforementioned factors and to measure the degree of overall improvement in environmental performance. With these research questions and objectives, the study aims at offering a broad understanding of Green HRM and its applicability in boosting sustainability and the organization's environmental performance.

LITERATURE REVIEW

Raza and Khan (2022) analyzed how the GHRM influenced HEP while considering EK and IGV as the mediating variables. Their study, conducted through Smart PLS and partial least square-structural equation modeling, collected data from 329 white-collar employees in Pakistan's guest service hotels. It was revealed that GHRM practices influenced employees' eco-friendly behavior and enhanced the HEP, while the EAC did not have a significant effect. Thereby, EK did not increase the association between GHRM practices and EAC or eco-friendly behavior, while IGV improved the connection between EAC and HEP. Accordingly, the study suggested that hotels adopt efficient GHRM practices, which would help to create

committed and environmentally responsible employee, and thereby raise the organization's environmental standards.

Pham et al. (2020) discussed the research gap regarding the relationship between GHRM and environmental performance in the hospitality industry by examining the interaction and mediation analysis. Therefore, while building on the Ability-Motivation-Opportunity theory, the study examined how GHRM practices directly influenced or indirectly affected and interacted with one another. A sample of 220 hotel respondents indicated that training and employee engagement were significant predictors of OCBE which, in turn, boosted the hotels' environmental performance. The results showed that OCBE moderated the relationship between training and performance management and environmental performance; and between training and employee involvement, the environmental performance was significantly enhanced. However, the study also found unexpected results: also, performance management was found to have a lower importance in the direct and interactive analysis and employee environmental commitment was not a mediator between GHRM practices and environmental performance.

Ojo et al. (2022) noted that despite the recognition of GHRM and its effects on the employees' behaviour and organizational environmental performance in literature, studies examining the effects of GHRM practices from the employees' standpoint are scarce. Their study sought to build a theoretical model of GHRM practices as internal resources that could enhance PEB in the IT industry. Based on the hypothesized relationships, they employed partial least squares path modeling with the data collected from 333 IT professionals working in ISO 14001 certified companies in Malaysia. From the findings, it was concluded that green training and development, performance management, and empowerment and participation were crucial in encouraging pro-environmental IT behaviour. Also, the results showed that the extent of the GHRM practices was positively and significantly related to environmental IT performance through the mediator of pro-environmental IT behavior. The study also showed that GHRM practices are important factors that influence the environmental IT performance and revealed that, training and development may even have negative impact on performance if they do not involve the employees in pro-environmental behaviours. Thus, this research extends the resource-based view of HRM by exploring how GHRM practices are organizational resources that can improve pro-environmental IT behaviour and facilitate environmental IT performance.

Al-Alawneh et al. (2024) sought to examine the main link between GHRM and EP with the moderating roles of MS and GOC in the context of Palestinian universities. The present study employed a quantitative research method and attained data from 351 employees in Palestinian universities by administering a questionnaire and employing partial least squares structural equation modeling. Therefore, this study discovered that GHRM practices had a positive effect on EP and impacted on both MS and GOC. Furthermore, the study found that there was a significant mediation of MS and GOC of the relationship between GHRM practices and EP. Thus, this research enriches the existing knowledge about the relationships between GHRM, GOC, MS, and EP with the help of a conceptual framework and data collected among university students. The research evidence indicates that educational institutions can create awareness on green culture and obtain management support for enhancing eco-friendly approaches and formulating environmental solutions for enhancing EP. It also expands the knowledge of the AMO theory in Palestinian universities to show how GHRM practices and GOC supports core competencies for sustainable EP. The analysis of the findings also supports the relation between GHRM practices and GOC, MS, and EP in academic contexts.

METHODOLOGY

Sample and Data Collection

The purpose of this study was to examine the relationship between Green HRM practices and environmental performance with the target population being the employees engaged in HRM. The target population was conveniently chosen by the researcher to be 100 participants as it was considered optimum for the study and the participants were selected randomly. The participants were employees of different organizations affiliated to HRM and they were providing their experiences and perceptions about Green HRM practices and its impact on environmental performance. This means that random sampling was used to reduce sampling bias and increase the externality of the results.

Dependent Factors Related to Green HRM

To investigate the impact of Green HRM practices, the study focused on two key dependent factors: Green Employee Behavior and Green Organizational Culture. Green Employee Behavior was assessed using a set of statements that were formulated to determine the extent to which an employee is involved in practicing environmentally friendly measures and the willingness to support the organization's sustainability initiatives. Questions were as follows: questions related to the involvement in environmental activities, energy conservation measures

followed at home and at workplace and motivating others to go green. Green Organizational Culture was assessed according to the degree to which environmental sustainability is incorporated as a company's ethos and practice. This included evaluating the level of support given by the leadership in sustainability, the level of environmental topics discussed in meetings, and the extent to which the organization's sustainability commitment impacted the employees.

Dependent Factor Related to Environmental Performance

The study also examined a dependent factor related to environmental performance: Environmental efficiency was the second most reported strategy, with 23 percent of the organizations stating it as a key strategy. This factor evaluated the ability of the organization in decreasing the energy usage, waste, meeting the environmental performance standards and minimizing the overall impact on the environment. The assessment of environmental efficiency showed the extent to which Green HRM practices give measurable environmental results and firm performance.

Data Analysis

The data collected were subjected to Confirmatory Factor Analysis (CFA) in order to test the measurement model and to establish the path between the variables. CFA was performed with the help of the statistical software SPSS and AMOS, which offered an opportunity to analyze the constructs associated with Green HRM and environmental performance comprehensively. The analysis was conducted to verify the results of the exploratory factor analysis of the Green Employee Behavior, Green Organizational Culture, and Environmental Efficiency constructs and to ensure that the data collected reflected the theoretical concepts of the study.

The CFA results offered the interpretive information on the significance and direction of the Green HRM practices and environmental performance. This approach enabled the understanding of the relationship between Green HRM practices and the resulting changes in employee conduct and organizational culture as well as the efficiency of the organization's environment. The results were then used to make conclusion about Green HRM practices and how they can be used to enhance organization's practices in dealing with sustainable practices and enhanced environmental performance.

Result and analysis of CFA

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .787 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1069.649 |
| | df | 105 |
| | Sig. | .000 |

Consequently, the CFA results show that the data is suitable for factor analysis based on the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy with the score of 0.787, which is above the permitted level of 0.6, which is greater than 5 hence indicating a good level of sampling adequacy. Also, Bartlett's Test of Sphericity gives a significant chi-square value of 1069.649 with 105 degree of freedom and the p-value is equal to 0.000. This result shows that the correlation matrix is not an identity matrix and that there exists correlation between the variables, which answers the factorability of the data. In conclusion, these tests justify the sufficiency of the sample and the justification to move to the next step, the CFA..

Regression Weights: (Group number 1 - Default model)

| | | | Estimate | S.E. | C.R. | P | Label |
|------|------|------------------------------|----------|------|-------|------|-------|
| GEB5 | <--- | Green Employee Behaviour | 1.000 | | | | |
| GEB4 | <--- | Green Employee Behaviour | .664 | .078 | 8.489 | *** | par_1 |
| GEB3 | <--- | Green Employee Behaviour | .737 | .082 | 8.972 | *** | par_2 |
| GEB2 | <--- | Green Employee Behaviour | .461 | .096 | 4.815 | *** | par_3 |
| GEB1 | <--- | Green Employee Behaviour | .692 | .088 | 7.828 | *** | par_4 |
| GOC5 | <--- | Green Organizational Culture | 1.000 | | | | |
| GOC4 | <--- | Green Organizational Culture | .145 | .183 | .789 | .430 | par_5 |
| GOC3 | <--- | Green Organizational Culture | 1.365 | .191 | 7.150 | *** | par_6 |
| GOC2 | <--- | Green Organizational Culture | 1.494 | .209 | 7.131 | *** | par_7 |
| GOC1 | <--- | Green Organizational Culture | 1.179 | .190 | 6.214 | *** | par_8 |

| | | | Estimate | S.E. | C.R. | P | Label |
|-----|------|--------------------------|----------|------|-------|------|--------|
| EE5 | <--- | Environmental Efficiency | 1.000 | | | | |
| EE4 | <--- | Environmental Efficiency | .843 | .087 | 9.650 | *** | par_10 |
| EE3 | <--- | Environmental Efficiency | .377 | .103 | 3.669 | *** | par_11 |
| EE2 | <--- | Environmental Efficiency | .610 | .105 | 5.795 | *** | par_12 |
| EE1 | <--- | Environmental Efficiency | -.023 | .072 | -.327 | .743 | par_13 |

In the CFA the regression weights show how the observed variables are related to the corresponding latent factors. For the Green Employee Behavior factor, the estimates for indicators GEB 4, GEB 3, GEB 2, and GEB 1 are 0.664, 0.737, 0.461, and 0. The corresponding mean weights are 0.692, respectively, and all the weights are statistically significant ($p < 0.001$), which shows that all these indicators have significant correlations with the Green Employee Behavior factor. The C. R. of the indicators is high, which affirms the significance of the indicators in estimating the latent construct.

For the Green Organizational Culture factor, GOC4 has an estimate of 0.145 with the p-value of 0.430, which means that it can not be considered a very solid sign of this factor. On the other hand, the analysis of the gender of respondents according to the indicators GOC3, GOC2, GOC1 reveals the following significant estimates of 1.365, 1.494, and 1., respectively ($p < 0.001$), which shows that these two variables have a high and reliable measurement of Green Organizational Culture.

Concerning Environmental Efficiency, indicators EE4, EE3, EE2 have high estimates equal to 0.843, 0.377, and 0.610, ($p < 0.001$) which further proves that the items were efficient in measuring the Environmental Efficiency construct. However, EE1 has an estimate of -0.023. Furthermore, the coefficients associated with each of the variables in the model were significant and positive in sign, as illustrated by the following: 0.023 with the p-value of 0 which is non-significant. 743, this indicates that the company does not make a significant contribution to the Environmental Efficiency factor.

Standardized Regression Weights: (Group number 1 - Default model)

| | | | Estimate |
|------|------|------------------------------|----------|
| GEB5 | <--- | Green Employee Behaviour | .934 |
| GEB4 | <--- | Green Employee Behaviour | .698 |
| GEB3 | <--- | Green Employee Behaviour | .722 |
| GEB2 | <--- | Green Employee Behaviour | .459 |
| GEB1 | <--- | Green Employee Behaviour | .663 |
| GOC5 | <--- | Green Organizational Culture | .603 |
| GOC4 | <--- | Green Organizational Culture | .072 |
| GOC3 | <--- | Green Organizational Culture | .818 |
| GOC2 | <--- | Green Organizational Culture | .814 |
| GOC1 | <--- | Green Organizational Culture | .666 |
| EE5 | <--- | Environmental Efficiency | .815 |
| EE4 | <--- | Environmental Efficiency | .767 |
| EE3 | <--- | Environmental Efficiency | .325 |
| EE2 | <--- | Environmental Efficiency | .500 |
| EE1 | <--- | Environmental Efficiency | -.030 |

The table presents standardized regression weights for three constructs: Thus, the study focuses on Green Employee Behaviour (GEB), Green Organizational Culture (GOC), and Environmental Efficiency (EE). In the case of Green Employee Behaviour, the indicators reveal fairly high positive correlation coefficients; the highest weight is assigned to GEB5. H1 with a total influence of 934 was the most influential predictor. Other indicators, which include GEB4 (0. 698) and GEB3 (0. 722) also have high positive weights which show that they are also very influential in the construction of Green Employee Behaviour. The importance value of GEB2 is 0. 459, is relatively lower yet has a positive correlation with the construct. This implies that all the indicators used in the study offer a sound measurement of Green Employee Behaviour. On the other hand, weights of Green Organizational Culture are quite variant. Hence, the high positive weights of the indicators GOC3 (0. 818) and GOC2

(0. 814) reveal their potential to predict the construct. Nevertheless, GOC4 has the least weight with a value of 0. 072, suggesting that it has a very low influence on Green Organizational Culture. Such variation points to the fact that virtually all the indicators are important, but perhaps GOC4 may not be very effective in assessing the construct. The weights for Environmental Efficiency also differ. The predictive significance of the two measures is also quite clear since indicators EE5 and EE4 have positive correlation coefficients of 0. 815 and 0. 767 respectively. On the other hand, EE1 is observed to have negative weight of -0. 030, which means that Environmental Efficiency could be on the opposite end or have no correlation with the variable. The weights for the indicators are EE3=0. 325 and EE2= 0. 500 which are moderate positive weights meaning that they are moderately related to the construct. Since the weight of EE1 is negative, there is a need to gain a better understanding of it. Therefore, the table shows the relative influence of each of the indicators on each of the constructs, thus underlining the importance of a more detailed analysis of the relationships between them.

Covariances: (Group number 1 - Default model)

| | | | Estimate | S.E. | C.R. | P | Label |
|--------------------------|------|------------------------------|----------|------|-------|-----|--------|
| Green Employee Behaviour | <--> | Green Organizational Culture | .862 | .173 | 4.996 | *** | par_9 |
| Environmental Efficiency | <--> | Green Organizational Culture | .931 | .180 | 5.180 | *** | par_14 |
| Environmental Efficiency | <--> | Green Employee Behaviour | 1.132 | .211 | 5.365 | *** | par_15 |

The table shows correlations between Green Employee Behaviour (GEB), Green Organizational Culture (GOC) and Environmental Efficiency (EE). The covariance of GEB and GOC is 0. 862, standard error of 0. 173 and a critical ratio of 4. 996, which supported the hypothesis of significant and positive correlation between these constructs, thus confirming the research hypothesis at probabilities level of $p < 0. 001$. Likewise, the covariance of EE and GOC is 0. 931, SE = 0. 180 and the critical ratio of 5. 180, it also demonstrated a highly significant and strong relationship ($p < 0. 001$). The highest covariance is recorded between EE and GEB at 1. 132, with standard error equals to 0. 211 and critical ratio at 5. 365, which is highly significant ($p < 0. 001$). This implies that all the three constructs have positive interdependence; each of the pairs has significant and positive correlation coefficients.

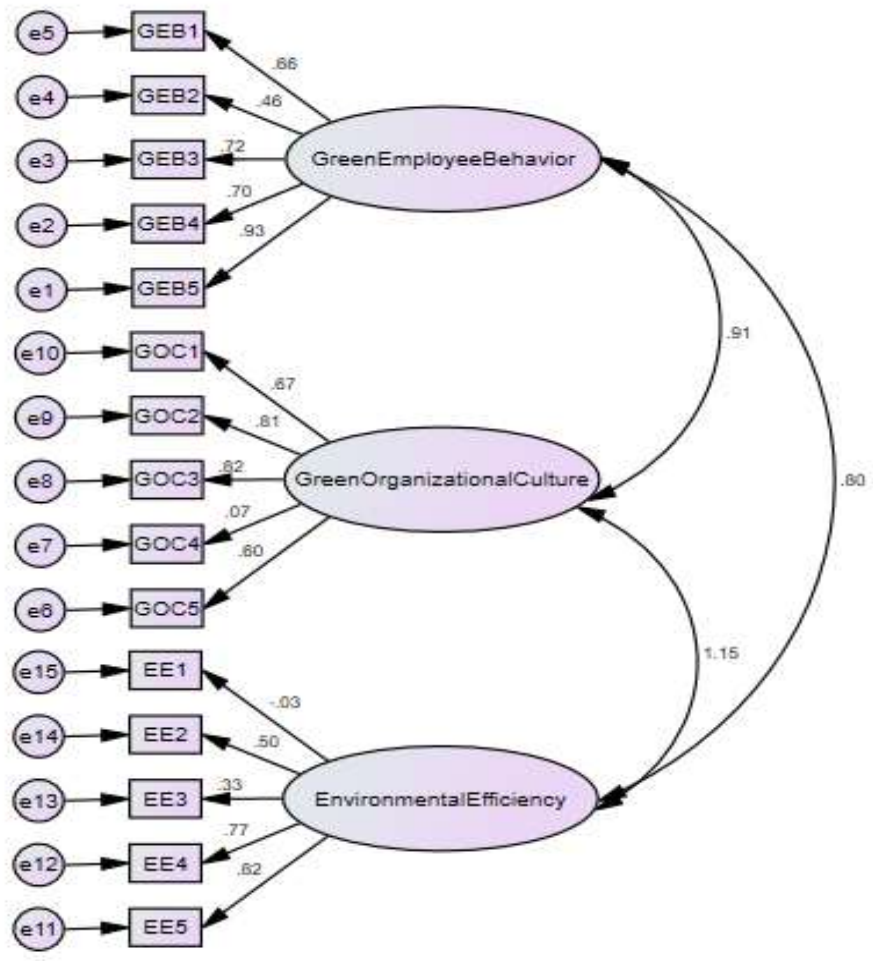
Model Fit Summary**CMIN**

| Model | NPAR | CMIN | DF | P | CMIN/DF |
|--------------------|------|----------|-----|------|---------|
| Default model | 48 | 411.313 | 87 | .000 | 4.728 |
| Saturated model | 135 | .000 | 0 | | |
| Independence model | 30 | 1136.621 | 105 | .000 | 10.825 |

The goodness of fit indices is presented in the Model Fit Summary, which provides an assessment of the CFA model. The Default Model with 48 parameters now has a CMIN of 411.313 with 87 DF. The p-value is 0.000, which suggests that the fit of the model is statistically significant. However, the CMIN/DF ratio is 4.728, which is higher than the appropriate limit of 3. This means that although the model gives a reasonably good fit, there could be room for improvement as far as the model's fit to the data is concerned.

The Saturated Model which represents a perfect fit has a chi-square value of 0.000 and 0 degrees of freedom, 135 parameters. This model acts as a reference by comparing it with the best fit, proving that the Default Model is worse than the ideal one.

The model that was chosen for the study is the Independence Model, which supposes no associations between variables, and the obtained chi-square value is rather high and equals 1136.621, 105, and 30 are the values of F, df, and parameters respectively. The CMIN/DF ratio is 10.825. In the case of model 825, as hypothesized, it clearly indicates that this model is not suitable because no interactions among the variables are considered.



Conclusion

The research offers strong empirical support on the effects of Green HRM practices on environmental outcomes, and sheds light on how these practices influence employees, the culture within the company, and environmental effectiveness. Consequently, the research highlights that Green HRM is central to developing an organisation’s workforce that is engaged in sustainability. Thus, by applying green recruitment, green training, and green performance management, it is possible to improve Green Employee Behaviour, which will encourage people to engage in environmental activities. This in a way creates a positive organizational culture for sustainability in that environmental values are imbedded within the organisation’s practices and leadership. The study also further emphasizes the importance of Green Organizational Culture in managing how employees behave in relation to environmental objectives; this research shows that when sustainability is embedded within organizational culture, it enhances the employees’ engagement towards environmentally-friendly activities. In

addition, it is evident that Green HRM practices enhance Environmental Efficiency since they involve the efficient use of resources, reduction of wastes, and control of emissions. Consequently, the results indicate that the organisations that incorporate green practices into their HRM policies and practices deliver enhanced environmental performance and hence, they are capable of attaining and surpassing sustainability goals. In summary, this research confirms that Green HRM practices should be incorporated into the strategic management process to achieve environmental improvement. These findings suggest that the emphasis on green HRM not only contributes to organisational culture and employees' conduct, but also leads to a range of advancements in environmental outcomes. The current study's results are valuable for HR professionals and organizational leaders as they indicate the factors that can facilitate the creation of green strategies and the improvement of environmental sustainability, providing the way to better and more responsible management.

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