

## Enhancing the Environmental Performance of Organizations through Green HRM: The Role of Individual Green Behavior

Mentari Vindi Carolina, Husni Muhamad Rifqi and \*Hafinas Halid

*School of Business & Social Science  
Albukhary International University, Malaysia  
\*hafinas.halid@aiu.edu.my*

### ABSTRACT

Green Human Resource Management (GHRM) has become a primary strategic practice for major businesses with human resource divisions involved in greening the workplace. Green Human Resources Management (GHRM) is described as a set of techniques, plans, strategies, procedures, and practices aimed at encouraging green Employee behavior in ways that promote an environmentally friendly, resource-sustainable, and socially responsible workplace and organization. The phrase Green Human Resource Management (GHRM) refers to an organization's commitment to a broader environmental policy in its business policies and human resource management activities. It necessitates the use of any employee to enhance environmental performance and raise employee involvement and participation to sustainable development. This research will be conducted to determine the relationship and how green HR practices can affect an organization's environmental performance.

**Keywords:** *Environmental Performance, Green HRM, HRM Practices, Green Organizational Behaviours, Individual Green Behaviour*

### 1.0 INTRODUCTION

Environmental issues have become a worldwide concern. This is demonstrated by the growing number of public discussions on the subject, such as the Paris Climate Agreement (PCA) and the Sustainable Development Goals (SDGs). To achieve the SDGs 2030 and the PCA, every individual nation around the world actively encourages to be more aware of the importance of environmental protection (United Nation Department of Economic and Social Affairs, 2020).

Increasing the population, industry, and market on a regular basis has a significant negative impact on the environment. uncontrolled human activities, such as deforestation for paper raw materials, carbon emissions from fossil fuels, uncontrolled waste

disposal and industrial pollution, are the primary causes of global warming and climate change (Huisingh, Zhang, Moore, Qiao & Li, 2015). The impact of environmental problems not only attacks living ecosystems but also social, economic, and political issues. One way that can be done to overcome the issues is to make a change. Changes in ethics, behavior, and human activities can contribute positive environmental outcomes.

In recent years, the profit-driven business model has undergone significant transformations. Many businesses are beginning to implement green work environments in order to demonstrate their concern for environmental sustainability. Concurrently, academicians and Human Resource (HR) practitioners conduct research on the importance of incorporating green into the workplace. The framework of Green

Human Resources Management (GHRM) was presented as an effort to meet the needs that impact the balance between company growth to create wealth and protection of the natural environment that makes it possible for the build of a successful future (Islam, Islam, Perves & Nabi, 2019).

Other than that, the practice of GHRM also has a positive influence on the work-related outcome of workers. GHRM plays an extra role in stimulating workers' psychology to apply green behavior which affects employees' eco-friendly behavior and environmental performance (Hameed, Khan, Islam, Sheikh & Naeem, 2020)

The purpose of this research is to look into how GHRM practices can affect an organization's environmental performance. The first section of this study examines the relevant literature and GHRM practices. The second section is concerned with the theory, theoretical framework, and procedure methodology employed. The third section follows with an explanation of the relationship between GHRM and environmental performance. Finally, this study will conclude with implications and future directions.

## **2.0 LITERATURE REVIEW**

### **2.1 Environmental Performance**

Environmental performance is the outcome of a company's activities and services or product designed to generate a greener environment (Weng, Chen & Chen, 2015). The significant component of an environmental management system is environmental performance assessment. This is a true and tangible measure of the performance of the company's environmental management scheme (García-Machado & Martínez-Ávila, 2019). Environmental performance or environmental output is an observable outcome of an environmental management system that is linked to environmental regulation. The term "environmental efficiency" refers to the amount of environmental harm caused by the

company's operations. A lower level of environmental harm means that an organization is doing well in terms of environmental sustainability and vice versa. The lower the company's environmental efficiency, the higher the amount of environmental harm.

In terms of long-term growth, environmental performance analysis reveals that demand for scarce resources and emissions play a significant role in putting environmental pressure on businesses (García-Machado & Martínez-Ávila, 2019). An organization's environmental performance is a mechanism that allows businesses to voluntarily incorporate environmental considerations into their activities and relationships with stakeholders. The environmental performance of a company is an investment in its long-term success. A company's reputation will improve if its environmental performance is strong, and vice versa. This is in accordance with the validity principle (Schultze & Trommer, 2012).

### **2.2 Green Human Resources (GHRM)**

Green Human Resources Management (GHRM) is a phenomenon or a recent breakthrough in the HR field. GHRM plays an important role in managing human resources that are more environmentally oriented in a company, starting from recruitment and selection activities, performance management, training and development, and compensation and benefits. Although Green Human Resources Management (GHRM) became generally popular in the 2000s, the concept of GHRM as part of corporate strategy has been started since the 1990s. The term "green HRM" refers to the systemic and planned alignment of traditional HRM operations with the company's environmental goals. The researchers emphasized the critical importance of establishing a connection between human capital development practices and environmental values. Sustainable development has a different concept from environmental conservation. Sustainable development aims to stimulate economic

growth, social and economic, agricultural, industrial and foreign policies in a sustainable manner (Majeed, Khan, & Sayeed, 2019).

### **3.0 GREEN HUMAN RESOURCES MANAGEMENT (GHRM) PRACTICES**

#### **3.1 Green Recruitment and Selection**

The recruitment and selection process is a critical component in developing professional Human Resources. The process or activity of finding and attracting job applicants who have specific abilities, motivation, knowledge, and expertise to fill a position in the company is known as recruitment. Furthermore, selection is a post-recruitment activity in which the recruiter sorts and selects candidates who are deemed appropriate and in accordance with the needs of the company (Rozario, Venkatraman, & Abbas, 2019).

The concept of "green recruiting" was first introduced in 2007 by John Sullivan (Gupta & Gupta, 2013). In green HRM practices, the green recruitment and selection became one of the crucial things due to this practices process determines who will play a part to the company's success in achieving green goals (Yusoff & Nejati, 2019).

The green recruitment process includes activities to find candidates who meet the green criteria. Not only having knowledge and skills, candidates or job applicants must have environmental awareness and be willing to contribute to creating a green work environment. During the interview, potential candidates will go through a selection and screening process to assess their personality, level of motivation, mentality, and commitment to environmental sustainability (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016).

The importance of company branding in attracting job applicants cannot be overstated. The company must have an image and reputation to demonstrate its credibility and commitment to a green work environment

(Nawangarsi & Sutawidjaya, 2018). According to several researchers, the rise in FMCG manufacturing in recent years has enlightened various GHRM strategies, initiatives, and practices. These manufacturers have begun to reduce the use of paper in the workplace, including the hiring process. This seeks to boost green organizational citizenship behavior and the overall image of the organization (Saifuddin, Hussain & Khan, 2020)

#### **3.2 Green Performance Management and Appraisal**

Green performance management and appraisal is an activity that involves evaluating employee performance in terms of contributing to the preservation and management of the environment. The core activities of green performance management and appraisal include providing regular feedback and establishing metrics to measure employee work performance. Since each company has unique characteristics, resources, culture, and structures, there is no universal indicator that applies to all businesses (Shen, Dumont & Deng, 2018).

In implementing green performance management, the company use a sets of green criteria as indicators to assess employee performance and productivity. These criteria are including environmental responsibility, work initiatives to improve environmental quality, adherence to environmental policies, and other environmental contributions such as reducing paper and carbon emissions (Delmonico, Jabbour, Pereira, de Sousa Jabbour, Renwick & Thomé, 2018).

According to Saswatecha, Kroeze, Jawjit and Hein, (2015) to job appraisal in green performance will affect the effectiveness of providing workers with compensation and benefits. As a result, businesses must implement clear green performance indicators to encourage employees to take on more environmental responsibility and contribute

their full green effort to the company (Saswattecha et al., 2015).

### **3.3 Green Training and Development**

Training and development program held by business organizations to educate or enhance employee knowledge and skills (Ravikant Balakrishna, 2019). Green training and development, in the context of GHRM, refers to activities that can motivate employees to learn and increase awareness, knowledge, and skills in environmental activities (Jabbour & de Sousa Jabbour, 2016).

Green training and development program is given to all members of the organization, both new and existing employees. Green training and development programs can assist employees in overcoming environmental problems and how to prevent them (Nawang Sari & Sutawidjaya, 2018).

The implementation of green training and development begins with the assessment, mentoring process, and evaluation feedback (Jabbour & Jabbour, 2016). Assessment is carried out by diagnosing skills and knowledge about the environment that employees need to reach or improve. Then in the mentoring program, the mentors will provide various activities and educational programs. Training to identify pollution sources, waste data collection, and recycling activities are examples of green training and development activities (Nawang Sari & Sutawidjaya, 2018). Feedback evaluation will generally be carried out in the final program to measure the success of the program and monitor its implementation in the work environment.

### **3.4 Green Compensation and Benefits**

The term compensation and benefits refers to one of the core activities of Human Resources Management (HRM) that regulates strategies and plans for financial or non-financial incentives that employees will receive in exchange for the tasks or activities assigned to them (Shree, Manjunath & Bharathi, 2016).

In practical GHRM strategy, green compensation and benefits are strategic approaches from management to employees to improve performance and job loyalty. Green compensation and benefits include material and non-material benefits (Latan, Jabbour, de Sousa Jabbour, Renwick, Wamba & Shahbaz, 2018). The main objective of giving green compensation and benefits is to get changes in employee behavior that lead to positive goals and help the company achieve its goals. Green compensation and benefits can motivate employees to contribute to environmental goals (Nawang Sari & Sutawidjaya, 2018). According to a recent study, in terms of green compensation and benefits, recognition and praise motivate employees more than material rewards such as green pay and bonus. Nevertheless, most researchers agree that combining financial and non-financial rewards is more effective. The following is an example of a non-financial incentive offered in conjunction with a financial incentive, such as green recognition, green tax, and green trips (Nawang Sari & Sutawidjaya, 2019)

## **4.0 INDIVIDUAL GREEN BEHAVIOR**

Individual green behavior can be classified as employee behavior by initiating and voluntary participation in environmental management practices (Norton, Parker, Zacher & Ashkanasy 2015). This behavior develops outside of the employee's core job, such as when employees volunteer to act in an environmentally friendly manner at work and take initiatives to use water-saving devices and reduce paper use. According to Norton et al. (2015), organizational environmental attitudes play a significant role in shaping individual green behavior. Cantor, Morrow and Blackhurst (2015) describe a positive relationship between organizational support in actively managing the environment by fostering or promoting initiative, voluntary, and innovative individual green behavior in their study. Furthermore, Zhang, Wang, and Zhou (2013) revealed that if organizational attitude to the environment is low or negative, it will influence

personal environmental norms and individual green behavior to be low and vice versa (Norton et al., 2015)

## **5.0 UNDERLYING THEORY**

This study used Resourced Based View (RBV) as a background in analyzing how Green Human Resources Management (GHRM) can practically influence environmental performance so that individual green behavior is formed. The researchers revealed most of the strategic HRM literature using the RBV theory without exception (Ismail, Omar, & Bidmeshgipour, 2010). RBV theory according to Barney (2001) emphasizes understanding the relationship between organizational performance and strategic HRM (Caliskan, 2010). Although there are still many debates whether RBV in a company can justify the importance of implementing Strategic HRM to increase human capital performance. However, according to the investigation by Drucker, (1954) and Stewart, (1996) the core functions of HRM can consistently justify positions in the organization (Ismail et al., 2010).

On the other hand, Darwish (2013) explains that appropriate and effective HRM practice can realize high-level organizational performance. Therefore, organizations must invest in human capital as the main key to increasing competitive advantages. In addition, the following are best practices that can expand competence and improve human capital performance, such as strict recruitment and selection, excellent training, good incentive plans, solid team work, and employment health and security (Caliskan, 2010).

Furthermore, practical HRM such as organizational learning centers, knowledge management and organizational flexibility can foster positive individual or human capital behavior in an organization, especially organizations that have begun to implement Green HRM practices as a new concept in running their business. Therefore, researchers in the field of GHRM use RBV to describe the

role of HRM core practice in the environmental performance of an organization (Collins & Clark, 2003).

## **6.0 METHODOLOGY**

This study consists of reviews of Green HRM, individual performance and environmental performance articles and journals. We have analyzed literature, drawn the findings and directions for further research. This research was conducted by look over definitions and understandings related to Green Human Resources (GHRM), environmental performance, and individual green behavior. This study also emphasizes the best practical GHRM that can influence organization performance such as environmental performance and green behavior. Therefore, this paper can be a reference and desk work for other analysis processes.

## **7.0 DISCUSSION**

According to de Sousa Jabbour, de Oliveira Frascareli & Jabbour, (2015) several researchers have proposed and have empirically tested the direct relationship between core Green HRM practices and the green behavior of employees in a company. Practical green HRM which includes green recruitment and selection, performance management, training and development, and the relationship between employees can have an influence in increasing individual green behavior. In line with that individual green behavior are a reflection of their performance and their extra role in contributing and supporting the achievement of a green organization environment and green HRM initiatives (Ababneh, 2021).

When organisations take environmental responsibility (green HRM) approaches, organisations benefit from competitiveness, such as environmental performance (Yusoff, Nejati, Kee & Amran, 2020). Although many empirical studies have not investigated the relationships between GHRM and environmental performance. Perez, Amichai-

Hamburger and Shterental, (2009) argued that attention to the development of environmental performance can reinforce the individual green behaviour who are committed to working environmentally. This is because employees of green organisations have to modify their standards, beliefs and thinking to conform to the green culture and aims of an organisation (Pinzone, Guerci, Lettieri & Redman, 2016). In addition, their active and regular participation in the organisation's environmental activity improves their awareness of corporate environmental goals and policies which in turn lead to a sense of dedication and responsibility and an employee's commitment in environmental concerns (Jabbour & Santos, 2008).

Green training and development, for example, provides employees with environmental knowledge and assists them in absorbing and adopting green mindsets and skills, resulting in long-term employee commitment to the environment. Green training & development, in particular, assists employees in acquiring and maintaining environmental knowledge and skills (Pham, Tuková, & Phan, 2019). Employees are more concerned with discretionary efforts, such as commitment to the environment at work, if they are stimulated by organisations (e.g. green compensation & benefit) and have an interest in incorporating green practises. HRM is seen as an extrinsic factor that influences employee intrinsic motivation positively because it tries to motivate employees, for example with a green reward policy. However, failing to provide opportunities for employees (e.g., developing a green organisational culture) will limit their potential, negatively impacting employee willingness and environmental commitment at work, even if they have been trained to be environmentally conscious. Individual green behaviour may also decrease if one of the Green HRM Practices is missing or has a lower value (Bos-Nehles, Van Riemsdijk, & Kees Looise, 2013).

Luu (2018) discovered that rewarding employees for individual green behaviour is

linked to their environmental commitment. Green organisational culture refers to when a company's top management develops systems for training, performance appraisals, and rewards, as well as green policies and practises, in order to attract more environmentally conscious employees and encourage them to make green suggestions (Renwick, Redman & Maguire, 2013; Pham et al., 2019). This results in positive changes in employee green knowledge, awareness, and skills, as well as employee adoption of green attitudes in the workplace (e.g. employee environmental commitment) (Pham et al., 2019).

Environmental problems such as pollution, emissions and waste are not just ordinary issues, but they have become serious problems in the eyes of the world. Therefore, it is very important for all people in the current era of globalization to be aware of the enormous negative impact that will occur if they ignore this problem. Apart from the government, organizations / companies must take the initiative to increase employee awareness and contribution to the sustainability of Environmental Performance. The above review of literature indicates that an organization should develop GHRM practices within its organization. In all major functional fields, it is important to ensure that all processes are connected to the environmental performance objectives so it will increase the individual green behavior in organization.

GHRM help companies to achieve competitive advantages and sustainable performance. It helps companies attract talented, hard-working, and skilled workers, creates a positive image of firms, and increases brand images in the eyes of stakeholders, and resolves societal problems.

## 8.0 CONCLUSION

In Conclusion, this paper has shed light on the importance of Green Human Resource Management practices to boost the environmental performance of their

organization so they can achieve the individual green behavior. This could be included in the organization policy about the importance of this attribute to achieve smooth participation among employees in their environment activities. Furthermore, top management also have to ensure that none of the HRM practices are missing or has a lower value because it will decrease the individual green behavior in their organization. By creating awareness of GRHM practices and applying green training and development, the employees will get the right skills and attitude so that the environmental and green policies can be implemented and accepted by all employees in the organization

## 9.0 REFERENCES

- Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 1-23.
- Bos-Nehles, A. C., Van Riemsdijk, M. J., & Kees Loise, J. (2013). Employee perceptions of line management performance: applying the AMO theory to explain the effectiveness of line managers' HRM implementation. *Human resource management*, 52(6), 861-877.
- Çalışkan, E. N. (2010). The impact of strategic human resource management on organizational performance. *Journal of Naval Sciences and Engineering*, 6(2), 100-116.
- Cantor, D. E., Morrow, P. C., & Blackhurst, J. (2015). An examination of how supervisors influence their subordinates to engage in environmental behaviors. *Decision Sciences*, 46(4), 697-729.
- Collins, C. J., & Clark, K. D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of management Journal*, 46(6), 740-751.
- Darwish, T. K. (2013). *Strategic HRM and performance: Theory and practice*. Cambridge Scholars Publishing.
- de Sousa Jabbour, A. B. L., de Oliveira Frascareli, F. C., & Jabbour, C. J. C. (2015). Green supply chain management and firms' performance: Understanding potential relationships and the role of green sourcing and some other green practices. *Resources, Conservation and Recycling*, 104, 366-374.
- Delmonico, D., Jabbour, C. J. C., Pereira, S. C. F., de Sousa Jabbour, A. B. L., Renwick, D. W. S., & Thomé, A. M. T. (2018). Unveiling barriers to sustainable public procurement in emerging economies: Evidence from a leading sustainable supply chain initiative in Latin America. *Resources, Conservation and Recycling*, 134, 70-79.
- Drucker, P. F. (1954). Management by objectives and self-control. *Practice of management*.
- Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*, 27(1), 88-108.
- 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*.
- Islam, M. M., Islam. M. J., Pervez A.K.M. K. & Nabi M. N. (2019). Green HRM and Green Business: A Proposed Model for Organizational Sustainability. *Environmental Management and Sustainable Development*. 8(3)
- Islam, M. M., Islam. M. J., Pervez A.K.M. K. & Nabi M. N. (2019). Green HRM and Green Business: A Proposed Model for Organizational Sustainability.

- García-Machado, J. J., & Martínez-Ávila, M. (2019). Environmental Performance and Green Culture: The Mediating Effect of Green Innovation. An Application to the Automotive Industry. *Sustainability*, 11(18), 4874.
- Gupta, G., & Gupta, A. (2013). Green Recruiting. *International Journal of Management & Information Technology*, 3(3), 32-33.
- Huisingsh, D., Zhang, Z., Moore, J. C., Qiao, Q., & Li, Q. (2015). Recent advances in carbon emissions reduction: policies, technologies, monitoring, assessment and modeling. *Journal of Cleaner Production*, 103, 1-12.
- Ismail, Omar, & Bidmeshgipour. (2010). The Relation of Strategic Human Resource Practices with Firm Performance: Considering the Mediating Role of Resource Based View . *Journal of Asia Pacific Studies ( 2010) Vol 1, No 3*, 395-420.
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824-1833.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). Relationships between human resource dimensions and environmental management in companies: proposal of a model. *Journal of Cleaner Production*, 16(1), 51-58.
- Latan, H., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., Renwick, D. W. S., Wamba, S. F., & Shahbaz, M. (2018). 'Too-much-of-a-good-thing'? The role of advanced eco-learning and contingency factors on the relationship between corporate environmental and financial performance. *Journal of environmental management*, 220, 163-172.
- Luu, T. T. (2018). Employees' green recovery performance: the roles of green HR practices and serving culture. *Journal of Sustainable Tourism*, 26(8), 1308-1324.
- Majeed, S., Khan, A., & Sayeed, R. (2019). Green Human Resources Management Practises: A review of literature. *International Journal of Management, Technology and Engineering*. 9(1)
- Nawangarsari, L. C., & Sutawidjaya, A. H. (2019, May). How the Green Human Resources Management (GHRM) Process Can Be Adopted for the Organization Business?. In *1st International Conference on Economics, Business, Entrepreneurship, and Finance (ICEBEF 2018)* (pp. 463-465). Atlantis Press.
- Nawangarsari, L. C., & Sutawidjaya, A. H. (2018, December). The impact of human resources practices affecting organization citizenship behaviour with mediating job satisfaction in University. In *3rd Annual International Seminar on Transformative Education and Educational Leadership (AISTEEL 2018)* (pp. 291-297). Atlantis Press.
- Nejati, M., S. Rabiei, & C. J. C. Jabbour. (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.
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, 28(1), 103-125
- Perez, O., Amichai-Hamburger, Y., & Shterental, T. (2009). The dynamic of corporate self-regulation: ISO 14001, environmental commitment, and organizational citizenship behavior. *Law & Society Review*, 43(3), 593-630.

- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (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, 386-399.
- Pham, T. N., Tučková, Z., & Phan, Q. (2019). Greening human resource management and employee commitment towards the environment: An interaction model. *Journal of Business Economics and Management*.
- Pham, N. T., Phan, Q. P. T., Tučková, Z., Vo, N., & Nguyen, L. H. (2018). Enhancing the organizational citizenship behavior for the environment: the roles of green training and organizational culture. *Management & Marketing. Challenges for the Knowledge Society*, 13(4), 1174-1189.
- Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: the role of 'Green'HRM. *Journal of Cleaner Production*, 122, 201-211.
- Ravikant Balakrishna. (2019). Training and Development: Process, Types, and Impact.
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Rozario, S. D., Venkatraman, S., & Abbas, A. (2019). Challenges in recruitment and selection process: An empirical study. *Challenges*, 10(2), 35.
- Saifuddin, Q., Hussain, F., & Khan, I. U (2020). Striving to Implement Green Human Resource Management (GHRM) Policies and Practices: A Study from HR Managers Perspective (FMCG Sector). *International Journal of Management Excellence*.14(2)
- Saswattecha, K., Kroeze, C., Jawjit, W., & Hein, L. (2015). Assessing the environmental impact of palm oil produced in Thailand. *Journal of cleaner production*, 100, 150-169.
- Schultze, W., & Trommer, R. (2012). The concept of environmental performance and its measurement in empirical studies. *Journal of Management Control*, 22(4), 375-412.
- Shree A. B., Manjunath, S., & Bharathi, T., (2016). (2016). Study on Compensation and Benefits its Influence on Employee's Performance in Milk Industry. *International Journal of Engineering Science and Computing*. 6(6)
- Shen, J., J. Dumont, & X. Deng. (2018). Employees' perceptions of green HRM and nongreen employee work outcomes: The social identity and stakeholder perspectives. *Group & Organization Management*, 43(4), 594-622.
- Weng, H. H. R., Chen, J. S., & Chen, P. C. (2015). Effects of green innovation on environmental and corporate performance: A stakeholder perspective. *Sustainability*, 7(5), 4997-5026.
- United Nation Department of Economic and Social Affairs . (2020). *Sustainability Development*. Retrieved 23 April, 2021, from 17 SDG GOALS: <https://sdgs.un.org/goals>
- Yusoff, Y. M., & M. Nejati. (2019). A conceptual model of green hrm adoption towards sustainability in hospitality industry. *In Corporate Social Responsibility: Concepts, Methodologies, Tools, and Applications*, 400-421. IGI Global.
- 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.