

Does Green Human Resource Practices Enhance Sustainable Environmental Performance, Mediation Moderation Analysis

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Abstract

The study examines the significant impact of green human resource practices on the environmental performance mediating through green psychological climate and moderated through green organizational culture. Digging in the literature gives that environmental performance is affected positively by the green human resources, the study chose to impart a difference by investigating a mediation moderation model. To do so, primary data is being collected using a structured questionnaire and analyzed through regression models. The results of the study show that the environmental performance is affected 74% alone by the green human resource practices, with 25% mediation of green psychological climate and 7% moderated effect of green organizational culture.

Keywords. Green human resource,environmental performance,Human Resource Management (HRM),healthy Green workplace,global warming

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Introduction

Environmental devastation and climate change have become one of the most urgent problems of the twenty-first century as a consequence of weather and environmental losses such as catastrophic storms and droughts, heatwaves, and forest fires. Global warming has risen to approximately 1.0 degree Celsius over pre-industrial levels as a result of human activities (Olhoff& Christensen, 2019). The business sector was also at the centre of all sustainability debates, since it is often seen as a significant source of environmental harm on a local, regional, and global scale (Moscardo& planning, 2014). Companies may also play a significant role in addressing environmental issues (Schaltegger& Burritt, 2010). Customers want companies to adopt a more constructive attitude to environmental problems and account for their impact on the earth in addition to obtaining a social licence, guaranteeing that future generations may achieve both their wishes and objectives.

The buzzword of the day is "environmental awareness," which has crept into every aspect of our lives and workplaces. Our personal and professional behaviours began to have a negative impact on the environment later in life, and we couldn't afford to ignore the consequences. We must either alter our ways of life for the better or suffer the repercussions. There is no question that the business sector is actively engaged in environmental debates and therefore plays an essential role in addressing environmental concerns. Green Human Resource Practices is a notion that helps in the development of a green workforce in a community that values environmental stewardship and acknowledges it.

Human Resource Management (HRM) is a critical management element that addresses the most critical parts of a human resources company. The whole history of HRM is now being examined in light of sustainability. Furthermore, we believe that green human capital management is the most important aspect of growth. The only purpose of this article is to discuss Green Practices for Human Resource Management (HRM) in Sustainable Environmental Management. According to Mamore (2013), green HRM is the use of HRM policies to encourage businesses to use resources effectively and promote environmental stewardship, thus increasing employee morale and satisfaction. Others define Green HRM as the use of HRM policies, concepts, and practises to encourage the efficient use of corporate resources while minimising environmental damage (Zoogah, 2011).

HRM activities that are environmentally friendly are part of a broader corporate social responsibility plan. Environmentally friendly HR practises and knowledge process management are the two main components of green HR (Mandip, Ali, Barkha, Godulika, &Kamna, 2012). Human resources and their operations in an organisation are the fundamental foundations of every company, whether it is a profitable or sustainable one. They develop and implement these ecologically sound policies in order to promote a cleaner environment. Without enabling human capital and adopting conservation regulations, we think that becoming green would be challenging.

Despite the fact that Green HRM is a major component of contemporary literature, there is still uncertainty regarding the efficacy of Green HR activities in achieving complete green culture in the globe. We also look at the literature on GHRM's HR elements to see how the globe is currently developing green human resource policy. The goal of this research is to offer a simplified view of certain conventional GHRM procedures as well as to suggest HR environmental policies. The degree of environmental commitment, according to Thoresen (1999), affects the collection of environmental goals that arise. Part of the environmental change that must be made should be reflected in the standards. They must be recognised until their performance is assessed. There has been a lot of effort done in the field of environmental development in the industrial sector. In this regard, a factor of 1.5 was mentioned as something that can be achieved when pollution management is the strategic goal (van Berkel, 2000). A factor of four has been proposed by many academics as a realistic short-term environmental productivity goal (Von Weizsacker et al., 1997; van Berkel, 2000). When it comes to dramatic changes brought about by eco-innovation, it appears reasonable to decrease environmental expenses by a factor of four. Environmental load reductions of a factor of 50 were mentioned for sustainability (Reijnders, 1998). The true global ideals that may be realised are largely dependent on population growth and size projections, as well as supply and demand dynamics. Atkinson (2000), Karl-Henrik (2000), Karl-Henrik (2000), Reijnders (2000), Upham (2000), Weterings&Opschoor (1992), Atkinson (2000), Karl-Henrik (2000), Karl-Henrik (2000), Karl-Henrik (2000), Karl-Henrik (2000), Karl-Henrik (2000), Karl-Henrik (2000), Karl-Henrik (2000), (1999).

Theoretical background and hypothesis development

Because of the growing global environmental deprivation confronting current and future generations, there has been a stronger focus on environmental sustainability and Sustainable Development Growth (SDG) over the last decade (Shantha, 2019; Tara, et al., 2019). Indeed, the world has been identified as the

most important market concern of the 1990s (Grove, et al., 1996). Since then, it has spawned the idea of "Go Green," which has been a worldwide buzzword among academics, the financial and environmental, and the general public as a result of disturbing climate change and global warming (Samina& Hossain, 2019; Yin, et al., 2019). This can be seen in the case of industries and other financial institutions who began addressing environmental issues that affect living beings, such as global warming, acid rain, air and water pollution, ozone layer depletion, and climate change, through voluntary codes of conduct, including the United Nations Environment Programme-Finance Initiative (UNEP-FI), the Equator Principles for Project Finance, and others (IFC, 2014; World Bank, 2017).

Environmental issues are perceived to be a very significant selling aspect. This has led to the green marketing philosophy, which focuses on designing marketing campaigns that fulfill consumers' environmental wishes. Like conventional marketing, greening which is related to the philosophy of social marketing means the identification of green practices and perceptions that could be used to develop green ideas and goods and encourages the inclusion of fiscal, social and environmental considerations in the implementation of values. Green initiatives may be considered as a socially conscious policy that reaffirms the dedication of an organization to its corporate social obligations and acts as a benchmark to improve the efficiency of an enterprise. For most sectors worldwide, this is often deemed an obstacle to embrace and incorporate adequate and acceptable green policies that are essential for modern enterprises. It is necessary to remember that the environmental commitment to companies is becoming an important consideration for consumers to base their decisions.

Environmental Performance Evaluation (EPE) is a process developed by the International Standard Organization (ISO, 1999) to assist management in making decisions about an organization's environmental performance through the use of indicators, data collection and analysis, information evaluation based on environmental performance criteria, reporting

and communications, and periodic review and improvement. The study's aim is to provide readers with a basic understanding of green HRM, to highlight multiple valuable works on green HRM by others, and to improve a variety of green activities that can be used to build a healthy Green workplace. The following are several attempts to suggest such HR environmental policies: To study the impact of Green HRM practices on organizations environmental performance, mediating through the green physiological climate and moderated through green organizational culture. Green HRM practices play a significant role in the industry to boost environment-related issues. Organizations have enough chances of growth by being green and making a new responsive environment, which helps in huge operational savings by decreasing their carbon impression. By adopting green practices, firms can considerably reduce service costs by using energy-efficient, low-waste technologies. Green HRM can create a culture of concern for the well-being and health of our fellow employees. Green HRM can improve the environment by recycling the waste material which in turn makes the environment clean and sustain. A sustainable environment improves the air quality and ensures the health of the public. This study investigates the organization's Green HRM practices and finds ways to implement them to maintain the environment and improve business performance.

By adopting green practices, the environmental performance becomes sustainable which helps the organization for achieving competitive advantages. A sustainable environment also makes society green, which makes sure the health safety of an individual. Green HRM practices in the organization and society ensure the sustainability of the environment

Hypothesis development

Two hypotheses were used to describe this research's philosophical model. In the first place, we used Ability-motivation-opportunity (AMO) theory; according to the AMO theory, HRM activities are related to capacity, motivation, and opportunity (Jiang et al., 2012) (Appelbaum et al., 2000). The AMO theory explains that HRM activities improve the human resources of the organization by

enhanced ability, leading to higher results such as decreased waste and sustainable green climate. In addition, our study further supports the principle of the SVF, which confirms how personal beliefs affect employee behavior. Chou (2014) has observed that personal environmental beliefs play a major role in the eco-friendly actions of workers. The SVF theory, therefore, supports the structure suggested in this research by providing an organization with an atmosphere that promotes the personal beliefs of its workers and thus improves its environmental efficiency. In our research, the dependent variable is sustainable environmental efficiency whereas the independent variable is green human resources, which mediate the green physiological atmosphere and moderate it through the green organizational cut. The following figure shows the research model for determining the mediating and moderating impacts.

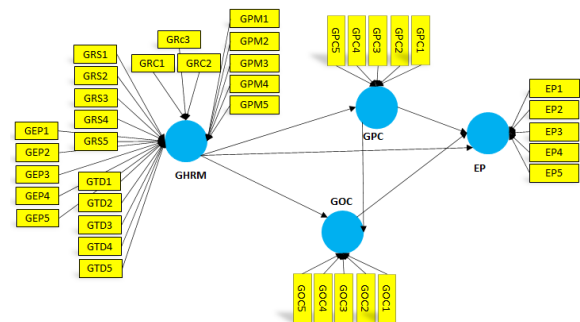


Figure 1 Study Model

Literature Review

An organization's human resources department plays an important role in developing the longevity of an enterprise Fairfield, Wirtenberg, Harmon (2007). Green management can be interpreted as how an enterprise handles the climate with different techniques (Lee 2009). This special term covers activities such as green procurement, green placement, green preparation, green success assessment, green rewards, and compensation. This activity must be effectively maintained (Cherian and Jacob 2012). It is important to learn how these healthcare institutions manage these activities in their fields. For hour managers, the key issue in organizations will be working on the numerous practices which improve their employees' environmental performance and green behavior.

A detailed analysis is needed to determine the way green HRM activities are considered and handled within these organizations in the different practices. In this specific report, efforts are made to understand the connection between green human resource management strategies, environmental efficiency, and employees' green behavior.

Green HR Practices

The concept of Green management was initiated as a part of business strategy during the 1990s (Mandip et al., 2012), However, in the 2000s it began to gain traction. In essence, Wehrmeyer and Parker (1996) coined the word Green HRM as the organized and intended integration of traditional HRM activities with the environmental priorities of the organization (Jabbour & Training, 2011). Ahmad (2015) stressed the dire need to create correlations between human resource practices and sustainable development green values. Sustainable development is not a synonym for environmental conservation, but rather a newer definition of economic growth, which seeks to promote politically, environmentally, and socially sustainable development directions through which trade and foreign policy, economic and fiscal policies, agriculture and industrial policies (Shaikh & Management, 2010). The literature on the degree to which HRM is green has been frequently analyzed on a spectrum of traditional HR practices: employment research, recruiting and placement, induction, preparation, assessment of results, and awards (Shaikh & Management, 2010). Likewise, Shaikh (2010) also discussed ecological social corporate responsibility as part of Green HRM. In their paper Renwick, Redman & Maguire (2013) noted a comparatively complex and radical nature of study under GRHM, as described in the HRM dimensions of environmental management. This scholar also established a theoretical paradigm in which traditional human resources policies are used as a powerful way to harmonies workers with business environmental strategies. Several HRM activities have also been addressed herein to embrace the green concept:

Design and analysis of Green Job: Design and implementation of new roles and positions to concentrate exclusively on the environmental

aspects of organizations can be referred to as Green Work Design (Opatha, 2013). It includes combining various roles, duties, and obligations in each work relevant to environmental protection. In other terms, the addition of the environmental factor into the work definition and at the same time the integration of green competence in the job specification is an intriguing part of green job research (Opatha, 2013). Many businesses have already begun to adopt sustainability practices for environmental protection. In each work description, they have started to provide at least one environmental conservation obligation and even environmental responsibility directly (Shaikh & Management, 2010). **Green recruiting and selection:** The green recruitment and selection process is based on environmentally-friendly methods for recruitment such as internet resources and reduced paper use in the recruitment phase and the use of green attitudes at selection (Mishra, 2017). The green skills of individuals are essential to environmental success (Subramanian et al., 2016). Therefore, it is worth remembering individuals who value sustainability practices and who adopt simple environmental activities such as recycling, carpooling, and energy saving. On the other side, even applicants who respect ethical commitments will be drawn to environmentally friendly and "green employer" organizations (Phillips, 2007).

Green Induction: Opatha (2013) notes that green induction entails familiarization of new hires with the organization's greening activities and empowering them to show green interpersonal citizenship. New workers must have a sincere understanding and strategy for their organizational environmental culture (Wehrmeyer, 1996). Organizations can take two approaches to this, i.e., general green induction and green work induction (Majeed, Khan, & Sayeed). Under general green leadership, companies provide prospective members with basic knowledge on strategies and procedures on environmental sustainability. New hires are focused on sustainability projects unique to their work during specific eco induction. Today, all these tactics in companies prove their merit.

Green training and development: Environmental consciousness should be

considered a precondition for achieving successful environmental success by corporate workers at all levels. Environmental education is therefore quite important to improve the mindset and actions of the organizational participants (Majeed et al.). The focus was placed on the provision of such instruction for workers who would promote conservation and waste management practices. Training workers to generate green workspace research and energy conservation, execute rotations to prepare green management for the future, and improve green personal abilities may be regarded as valuable green training and growth strategies.

Green Performance Assessment: The Green Performance Assessment is a performance assessment based on Green standards that has a different aspect to the success in greening in the performance feedback interview (Opatha&Arulrajah, 2014). Such green activity will show its merit since once an action is assessed to evaluate a person, its perceived value increases, and efforts are made to adhere. Thus, using green actions in the performance assessment scheme will speed up employee adoption (Mishra, 2017). Renwick, Redman &Maguire(2013)[10] have welcomed the inclusion of environmental sustainability priorities in the performance assessment scheme, as it guarantees that workers' progress is regularly provided with reviews.

System of Green Pay and Reward: Adaption of the programs to reward the development of renewable skills; usage of monetary and non-monetary environmental incentives such as benefits, cash premiums, sabbaticals, gifts; and connect Green Pay and Reward systems to the green system activities (Majeed et al.). It must be emphasized that green habits are rewarded in the workplace and carbon footprints are reduced. This can be seen as a possible instrument for promoting organizational environmental practices.

Green empowerment: Encouraging corporate employees to make environmental choices and encourage them to take accountability for their actions that lead to cost appreciation, a sense of identity, and improved environmental efficiency (Majeed et al.).Such green behavior strengthens employees' commitment to sustainability

programs and their happiness after achieving their environmental targets.

Green Human Resource Management and Environmental Performance

People and their harmful activities have affected the world and the company(Shah & Environment, 2019). Green human resources management functions can build an environmentally sustainable ecosystem for companies. The HR professionals and the cooperation of workers are responsible for protecting the environment (Arulrajah, Opatha, & Nawaratne, 2016). Different activities in HRM may be used to render environmentallyfriendly. So according to Cherian and Jacob (2012), the organization would achieve good results if it integrates human resources activities with environmental policies. Renwick also (2013) indicated that if companies do not include their workers in ecological activity, they would affect their environmental success. But Masri& Jaron (2017) noted later that many companies now rely very actively on protecting their community by their workers.

Green recruiting and selection are regarded as one of the strongest HRM methods in presenting applicants with the green HRM plan. One of the challenges facing HR people these days is to recruit and attract skilled people. Many organizations are still struggling to maintain their climate. It might help us get candidates who take the climate and sustainability seriously. This would help companies hit their environmental sustainability goal. Jaron&Masri (2017). Green training and advancement are often deemed an essential human resources strategy for organizational success in environmental performance. Environmental training is considered an essential method for the development of human resources(Arulrajah et al., 2016). This type of training can create an employee ethos, such that green sustainable policies including waste reduction and a pro-active attitude to the environment are developed. According to the Renwick (2013) training curriculum, such activities, such as environmental protection techniques, energy conservation, safety recycling, and waste management, may be used. Green rewards should also be used with these

environmental performance activities. Rewards will encourage citizens to analyze the need and value of environmental protection, preserve and even inspire them Vanhala and Lindstorm (2011). One of the key points to bear in mind is that these incentives can be integrated with organizations' environmental policies and regulations. This would certainly foster workers' green skills. Rewards may also be used as financial and non-financial rewards dependent on environmental practices such as leave, presentation, currency, incentives, etc.

The efficiency of the organizational climate can be interpreted as activities that have a positive environmental effect. Organizations must carry out effective environmental programs to do this. (Seo and Jackson 2010). Both pieces of research indicated that diverse GHRM practices have a favorable and important effect on organizational environmental practices. This would also give the rivals a competitive edge.

Green Organizational culture

The definition of corporate culture also appeared in green literature (Newton & Harte, 1997). Green corporate culture is a collection of principles, icons, assumptions, and organization, which represent the commitment or willingness to be an environmentally sustainable organization. (Crane, 2002). Organizational culture is characterized as "a set of joint mental assumptions that direct the action and perception of an organization by identifying suitable behavior for various circumstances (Tahir, Athar, Faisal, & Solangi, 2019). Symbolism for environmental conservation and security inside a green society forms the attitudes and activities of association participants (Chen, 2011; Umrani, Ahmed, & Memon, 2015)

Many authors contend that green organizations must make drastic behavioral changes to address environmental problems (Stead). Greening aims to increase the quality of non-renewable and renewable resource use, minimize emissions and modify organizations and procedures that perform operations in a reasonable way concerning the environment (Francis, Elmore, Ikerd, & Duffy, 2007).

Businesses choose to follow a green culture approach as management respect and express concern in protecting the environment (Klassen

& Vachon, 2003; Yung et al., 2011). OGC is therefore essential in helping businesses turn their renewable success approach into a green one (Schlegelmilch, Bohlen, & Diamantopoulos, 1996). Management issues in industrial enterprises facing environmental constraints are a compromise of two competing objectives: Through selecting the optimum level of green performance and competitive advantage, profits may be reduced and green performance to increase benefit (Russo & Fouts, 1997). Companies without green culture can need limited capital to invest in a green strategy. These services may be allocated to key corporate needs rather than environmental regulations by its management (Wang, 2019).

Green Psychological climate

The green climate was identified as the climate for businesses that achieve sustainability objectives through the implementation of environmentally friendly policies (Chou, 2014; Norton, Zacher, & Ashkanasy, 2014; Ramus, 2002). A green psychological environment is thus a consciousness of individual green policies, processes, and practices which represent the organization's green values (Dumont, Shen, & Deng, 2017).

If the organization prepares a robust environmental policy, it signals the integrity of its employees at the core of the enterprise (Rangarajan & Rahm, 2011). Through following green HRM policies, companies deliver messages to workers on their environmental concerns above and beyond merely economic incentives to include employees in green decisions and activities (Renwick, Redman, & Maguire, 2013).

There is an association between the understanding of corporate policy and the productive green actions of employees through the green psychology of a corporate world (Norton et al., 2014). Employees are less able to invest in the working climate, as they are not directly liable for energy expenses and supplies (Chou, 2014; Manika, Wells, Gregory-Smith, & Gentry, 2015). It is, therefore, necessary to explain the green duty of the company. Proper conception and evaluation of jobs; Adequate Green Award helps articulate green workplace responsibility, fosters employee understanding of green benefit, and

encourages employee interest in green business (Dumont et al., 2017). Green psychological climates mediate the connection between green HRM and environmental success in the current study.

Green HRM and Environmental Performance

Green HRM practices can be implemented to encourage people to engage in environmentally friendly behavior (Cherian & Jacob, 2012). The relationship between green HRM practices such as green employment, green recruitment, green choice, green education, and green rewards and the positive environmental performance Current by many scholars (Rawashdeh & Karim Al-Adwan, 2012). With the help of green practices, organizations can achieve sustainability and competitive advantages. The most important elements of Green HRM are sustainability and environmental activities, but lack of resources in previous studies (Rawashdeh & Karim Al-Adwan, 2012).

Business organizations presently showcase themselves as natural conservatives in arrange to pull especially savvy experts with amazing green information, who are also adopting green practices and maintainability issues (Rawashdeh & Karim Al-Adwan, 2012). (Cherian & Jacob, 2012) pointed that those organizations focused on the greening of human resource purposes may be more efficient and generate positive outcomes. Conversely, companies that are not associated with employees who engage in green activities may be less efficient in ecological performance. (Renwick et al., 2013) suggested that ecological enterprises should focus on fascinating and selecting applicants with knowledge of the environment.

Organizational environmental performance is the practices initiatives that can positively affect the environment. To protect the environment, organizations must adopt successful environmental management practices (Jackson & Seo, 2010). The prime focal point of associations has moved toward environmental assurance techniques, in this manner, HR should likewise consolidate ecological assurance-related approaches to adjust its corporate-level procedures. Employee training has become the obligation of the HRM department to contribute to environmental

sustainability (Gilal, Ashraf, Gilal, Gilal, & Channa, 2019).

Bowen and Ostroff (2004) The impact of HRM practices on business execution can be seen in two ways, according to the author. The central approach is a methodology guide that considers the effect of a series of standard HRM activities on the success of an organization. By exploring the impact of such HRM operations on the company's execution, the second strategy offers a unique insight. Since environmental efficiency drives business success, businesses in different industries are now using strategic ecological improvement practices to achieve a competitive edge (Rodríguez-Antón, del Mar Alonso-Almeida, Celemín, & Rubio, 2012).

The economic and ecological success of a company is highly dependent on its management policy (Al-Tuwaijri, Christensen, & Hughes II, 2004). Changes to the organization's environmental performance policy and facilities, as well as staff responses to it, are often part of the procedure. A significant boundary state is a transition (Young et al., 2015). As a result, organizations increasingly address environmental concerns such as energy conservation and water conservation through employee behavior improvement, greenhouse gas pollution reduction, increased recycling efforts, and increased usage of public transportation (Young et al., 2015).

Employee involvement in the environmental management initiative is important and they are most involved in partnering with companies who are concerned about environmental concerns (Ahmad et al., 2019). Using acceptable HRM procedures at all levels of the organizational phase, a review of companies with ISO 14001 qualification and their findings shows that organizations with high worker motivation have improved environmental efficiency (Yusoff, Nejati, Kee, & Amran, 2020).

Some considerations are very critical when implementing Green HRM activities, such as selecting applicants with strong environmental understanding and experience and providing staff with regular environmental training (Fareh et al., 2018; Yusoff et al., 2020).

Moderating Role of Green organizational Culture

The culture of an organization is supposed as “green” if the employees of the organization think and act outside profit-seeking purpose to maximize the optimistic impact of organizational operations while at the same time reducing destructive operational events on the natural environment (Roscoe, Subramanian, Jabbour, & Chong, 2019). Organizations with a green culture tend to measure and change several policies to solve problems associated with the environment. Such organization takes steps to integrate policies for environmental development in organizational mission and vision (Afum, Agyabeng-Mensah, & Owusu, 2020). Having a resolute green culture applies pressure and prompts manufacturers to stay faithful to organizational values (Al-Hussain et al., 2019)

Manufacturing organizations to improve or increase their environmental performance must try to encourage a learning environment within the “four walls” of their organization so that they can promptly adapt to the changing environmental circumstances (Balzarova, Castka, Bamber, & Sharp, 2006). Some researchers (Fergusson & Langford, 2006) suggest that manufacturing organizations have a great propensity of developing and accepting a green culture if the top management establishes stronger commitment and value matters connecting to environmental protection (Yung et al., 2011). Thus, to improve environmental performance, the upper management inclines to arrange and observe a wide spectrum of environmental strategies regularly, and officially act to make sure that all other employees of the organization work in chase of environmental objectives (Afum et al., 2020).

(Afum et al., 2020) stated that an organization that desires to increase environmental performance does not only emphasize the top management but also takes a sensible struggle to invest in other organizational members concerning environmental initiatives. Such organizations integrate green practices into their mission statements to place organizational members and additionally grow personnel who are skillful at solving environmental issues intend at achieving better-quality environmental

performance (Dangelico, 2015).

One of the main logic for the acceptance of a green culture policy is to confirm that the idea of environmental sustainability fills the thinking of all organizational employees (Afum et al., 2020). As organizations accept a green culture based on a persuasive strategy where all organizational employees are fully involved, environmental performance is likely to improve (Afum et al., 2020). Therefore, the current study will investigate the environmental performance with green HRM practices by the moderating role of green organizational culture.

Previous research has shown that a green culture will have a beneficial effect on the workers of the companies where they work, thereby influencing the association between green HRM and environmental change. To better explain the partnership, the present research examines green HRM activities utilizing environmental efficiency as a mediating element in the presence of a green organizational culture.

The sustainability program must be recognized as a company-wide goal that includes: All aspects of business activity (Oriade, Osinaike, Aduhene, & Wang, 2020). The corporate culture of an organization improves sustainability and gains competitive advantages (Balmer, Fukukawa, & Gray, 2007). Specifically, organizational culture development that embraces sustainability issues acts as a strong source of sustainable competitive advantage (Kandampully & Hu, 2007).

Methodology

A quantitative study approach is chosen for the present study, primary data is collected using questionnaire techniques and used for analysis, descriptive statistics, and regression analysis is used to evaluate mediation and moderation effects within the variables. This study was to evaluate sustainability management strategies in human resources, environmental efficiency, and workers' green behavior. The research focuses on the highest middle and lower category of staff in various organizations. Data is obtained by stratified random sampling, in which a sample size of 219 workers was taken from the highest, medium, and lower levels. The

questionnaire was prepared for research staff to assess green HRM policies, environmental efficiency, and green conduct. The population of the study has consisted of Chinese firms. In this analysis, primary parameters are retrieved that reflect on the Chinese marketing background and marketing activities. The details began with the respondents' demographic profile. The second section of the questionnaire consisted of ecological HRM activities, environmental and progressive behavior. Input on green HRM was provided on green preparation, green recompense and reimbursement, green performance assessment, and green promotion. Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly disagreed=1. All elements except demographics were assessed at the five-point scale. to measure the GHRM we have developed a questionnaire to get that data .green recruitment and selection measured by 5 items "Job description specification includes environmental concerns" The environmental performance of our company attracts highly qualified employees" Applicants' awareness about green practices is an important criteria in selection" Recruitment messages include environmental behavior/commitment criteria" Jobs positions are designed to focus on environmental management aspects of the organizations" in order to measure training and development we measure through 5 scales items," My company provides environmental awareness training for the employees" My company considers environmental issues when analyzing the training requirement" All training materials are available online for employees to reduce paper cost" Environmental training is a priority for my company" Green performance management and appraisal measured by 5 items," Employees are aware of their specific green targets, goals, and responsibilities" Employee's contribution to environmental management is included in performance appraisal" Employee's role in the achievement of green outcomes is included in performance appraisal" Managers are expected to give feedback to their subordinates on environmental initiatives" Environmental management objectives are incorporated into performance evaluation" Green reward and

compensation measured by 3 items ," Employees suggestions for innovative environmental initiative are rewarded" Employees are offered non-monetary and monetary rewards based on the environmental achievements" Environmental performance is recognized publically through awards, dinner, or publicity" Green empowerment and participation measured by 5 items," Our organization has introduced communication channels and help-lines to support green initiatives" Top managers use teamwork to successfully manage and produce awareness of the environmental issues of the company" Our organization offers workshops or forums for staff to improve environmental behavior and exchange their tacit knowledge" Employees are involved in formulating our environmental strategy" Employees are involved in green suggestion schemes and joint consultations for environmental problem-solving" Sustainable Environmental performance measured by 4 items scale," We have reduced energy use in our facilities" We have reduced water use in our facilities" We have reduced waste at our facilities" We have reduced emissions at our facilities" Green organizational culture measured by 5 items scale ," Top management clarify information and values of environmental management throughout the organization" Top management develop punishment system and penalties for noncompliance in environmental practices" Top management actively support environmental Practices" Departmental budgets cover environmental Impact" Organizational vision statement include environmental concern" Green psychological climate measured by 5 items scale," Our company is worried about its environmental impact" Our company is interested in supporting environmental causes" Our company believes it is important to protect the environment" Our company is concerned with becoming more environmentally friendly" Our company would like to be seen as environmentally friendly".

Demographics of the respondents

Demographics as per age, gender, marital status, education, and their experience in the relevant organization are given in table 1.

Table 1. Demographic Distribution

	Table N %	
Gender of the respondents	Male	71.3%
	Female	28.7%
Marital status of the respondents	Single	57.0%
	Married	43.0%
Age of the respondents	18-25 years	32.0%
	25-35 years	50.1%
	35-50 years	17.9%
	Above 50	0.0%
Qualification of the respondents	Graduation	39.6%
	Master	41.0%
	PhD	1.1%
	Other	18.3%
Experience of the respondents	Less than 1 year	4.0%
	1-5 years	60.6%
	6-10 years	29.6%
	Above 10 years	5.8%

Descriptive Statistics

Descriptive statistics show means, medians, and standard deviations for the demographic

variable (n=219) which can be seen below in table 2.

Table 2. Descriptive statics of demographics

Descriptive Statistics						
	N	Minimu m	Maximu m	Mean	Std. Deviation	
Gender of the respondents	219	.00	1.00	.2872	.45270	
Marital status of the respondents	219	.00	1.00	.4302	.49539	
Age of the respondents	219	.00	2.00	.8596	.69251	
Qualification of the respondents	219	.00	3.00	.9819	1.06826	
Experience of the respondents	219	.00	3.00	1.3722	.65576	
Valid N (listwise)	219					

Validity and Reliability of the variables

Validity and reliability are investigated for all the scale measured variables to validate that the collected primary data can further be used to measure study model effects, KMO results in

the 0.737 with a significance of p=0.001 while Cronbach’s alpha values are 0.764 which suggests that the data is reliable for further analysis. The results can be seen below in table 3.

Table 3. Validity and reliability analysis

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.737
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	10

		Sig.			
				.001	
		Reliability Statistics			
		Cronbach's Alpha	N of Items		
		.764	37		
First Order	Item Labelling	Loadings	CR	AVE	Alpha
Green Human Resource Practices	GHRM1	0.77	0.94	0.65	0.98
	GHRM 2	0.78			
	GHRM 3	0.80			
	GHRM 4	0.82			
	GHRM 5	0.84			
Green Psychological Climate	GPC1	0.73	0.87	0.46	0.96
	GPC 2	0.65			
	GPC 3	0.69			
Green Organizational Culture	GOC1	0.66	0.90	0.71	0.95
	GOC2	0.75			
	GOC3	0.89			
	GOC4	0.88			
	GOC5	0.73			
Sustainable Environmental Performance	EP1	0.90	0.77	0.54	0.83
	EP2	0.62			
	EP3	0.65			
	EP4	0.69			
	EP5	0.73			

Correlation analysis

Correlation analysis is used to know the possible significant relationship between the study variables, it is shown in the results that

green performance is positively 60% correlated with the green human resource practices, with a significant level of below 5%.

Table 4. Correlation Analysis

		CORRELATIONS			
		GHRM	EP	GOC	GPC
GHRM	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	219			
EP	Pearson Correlation	.591**	1		
	Sig. (2-tailed)	.000			

GOC	N	219	219	
	Pearson Correlation	.573**	.919**	1
	Sig. (2-tailed)	.000	.000	
GPC	N	219	219	219
	Pearson Correlation	.543**	.524**	.503**
	Sig. (2-tailed)	.000	.000	.000
	N	219	219	219

Mediation Moderation analysis
Regression analysis

Regression analysis is done to predict the effect size of independent variables including green human resource practices, green organizational culture, and green psychological climate, the results are given in the table below. The

regression model can be seen through the equation below:

$$\Delta \text{Sustainable Environmental Performance} = \alpha_0 + \alpha_{\text{GHRM}} + \alpha_{\text{GOC}} + \alpha_{\text{GPC}} + \epsilon_R$$

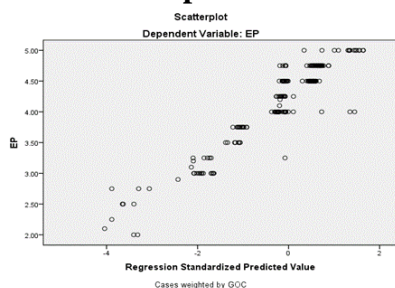
Table 5. Regression Model Summary

	R SQUARE CHANGE	F CHANGE	DF1	DF2	SIG. F CHANGE
	.854	1687.684	3	868	0.000

COEFFICIENTS^A						
MODEL		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.001	.087		-.012	.990
	GHRM	.110	.025	.074	4.331	.000
	GOC	.860	.017	.848	51.430	.000
	GPC	.066	.018	.058	3.582	.000
	R Square Change	F Change	df1	df2	Sig. F Change	
	.854	1687.684	3	868	0.000	

Scatterplots for the independent variable regression standardized predicted value are given in figure 1 below which suggests a positive relationship of the independent variable to sustainable environmental performance.

Figure 1. Scatterplot for regression standardized predicted values



To test the mediation and moderation effect, the study uses regression models, which can be seen in Table6. below, the total effect of the independent variable (GHRM practices) on the dependent variable (Sustainable Environmental Performance) can be seen 0.74 with a significance level below 5%, while green physiological climate can be seen acting mediator between the relationship of GHRM practices and Sustainable environmental performance. The

Table 6. Regression Analysis.

Path	(b)	std. Error	T-value	P-value	Results
Constant	0	.311	11.457	.000	
GHRM1 → EP	.091	.031	2.674	.008	Supported
GHRM2 → EP	.021	.028	.633	.527	Supported
GHRM3 → EP	-.044	.036	-1.295	.196	Not Supported
GHRM4 → EP	.019	.038	.561	.575	Not Supported
GHRM5 → EP	.100	.032	2.973	.003	Supported
GOC1 → EP	.144	.028	4.415	.000	Supported
GOC2 → EP	.087	.028	2.672	.008	Supported
GOC3 → EP	.140	.026	4.331	.000	Supported
GOC4 → EP	.052	.032	1.536	.125	Not Supported
GOC5 → EP	.202	.033	5.934	.000	Supported
GPC1 → EP	.260	.026	7.746	.000	Supported
GPC2 → EP	.028	.025	.828	.408	Not Supported
GPC3 → EP	-.041	.029	-1.251	.211	Not Supported
GHRM → EP	0.074	0.025	4.331	.000	Supported
GHRM → GPC → EP	0.88	.011	0.654	.001	Supported
GHRM → GOC → GPC → EP	0.70	.026	2.422	.000	Supported

the overall mediating effect can be seen as 25%. The results also concluded that the organizational green culture can be a good moderator between the independent and dependent variables, the overall moderation effect can be seen through 7% with a significance level below 0.05.

Discussions

This study has far-reaching implications for theory and reality. This GHRM study adds to the pressing need for further research to bring together the various HRM outlets and achieve environmental sustainability. Environmental concerns are commonly regarded as a major selling point. The goal of green marketing is to create marketing campaigns that satisfy consumers' environmental desires. Green ventures can be seen as an economically responsible approach that reaffirms a company's commitment to corporate social responsibility. This is often seen as an impediment to the introduction and application of appropriate and suitable green policies in most industries around the world. It's crucial to note that a company's environmental responsibility is getting increasingly important as customers become more influential in purchasing decisions.

Prospective employees are more apt to see GHRM-enabled companies as the place to work of their dreams, and they are more likely to show long-term environmental productivity. These results demonstrate GHRM's potential to help organizations become more environmentally conscious. This knowledge would encourage physicians to effectively integrate GHRM into strategy, practice, and workforce training programs to attract qualified candidates. This has ramifications for organizational relationships, as organizations will emphasize the environmental friendliness of their hiring messages. Given that the report's respondents were final-year students, businesses will likely benefit from open dialogue about their environmental commitments and achievements at various stages of the campus recruitment and selection process. Eco-conscious organizations would gain a strategic edge in recruiting technical workers and, as a result, win the fight for talent in this highly dynamic business environment if they had to make open and meaningful disclosures of their green practices. To build faith and show genuine concern for the environment, it is recommended that organizations back up their claims and accomplishments with facts. Pro-environmental information in employment

advertisements has been identified as an attractive, prestigious, and deliberate organization, because organizations that advocate environmental conservation are likely to have a favorable impact on potential recruits in the hiring process (Bauer and Aiman-Smith, 1996; Behrend et al., 2009). The study also affects organizations that aren't known for their sustainability activities. As a result, those organizations will either be overlooked or taken into account by potential employees while considering possible job opportunities.

The study contributes to the limited academic literature on sustainable HRM literature, which is lacking in knowledge of its consequences, by presenting GHRM's encouraging findings to organizations. By cultivating a positive corporate citizen persona, organizations that practice GHRM influence prospective workers' choices to join and collaborate for them. Organizations who are known for their business citizenship are perceived as ideal places to work, which increases their attractiveness. In reality, the increased appeal of these organizations has influenced people's desire to work with them. As a result, this research established organizational attractiveness as a significant psychological mechanism for understanding GHRM's impact on prospective employees' attitudes and affective reactions to the business. Gully et al. (2013), Jones et al. (2014), Rupp et al. (2013), and Behrend et al. (2009), both of which blend a positive sustainability message with an ecological green community and climate, are in line with the study's findings. By explaining the boundary conditions of the GHRM/SEP relationship, the study has implications for the organizational selection process, which takes into consideration the personal environment and green culture of prospective employees. To attract high-quality applicants, the corporation must hire environmentally conscious individuals who will support the organization's GHRM efforts by proactively engaging in sustainability events and displaying green attitudes.

Conclusions

Human Resource Management (HRM) is an essential management factor which deals with one of the most valuable assets of a human

resources organization. The whole HRM background is presently under consideration in the context of sustainability. By extending this statement, we argue that the most important part of sustainability is green human resource management. In this article, we concentrate specifically on the subject of Green Human Resource Management (GHRM), in which the human resources management (HRM) manages an organization's ecosystem. Mampra (2013) describes the Green HRM as using HRM policies to facilitate efficient resource use within companies and the cause of the ecosystem that further enhances employee productivity and satisfaction. Others characterize Green HRM as using HRM policies, philosophies and practices to support the sustainable utilization of business capital and prevent harm from environmental issues among organizations (Zoogah, 2011).

Organizations must understand the value of green human resource activities and their effect on environmental sustainability in order to compete in today's business world. The primary goal of this paper was to investigate the effects of green human resource management activities on environmental performance. According to the findings of the association study, both environmental efficiency and green attitudes have a strong influence on green HRM activities. This study was to evaluate sustainability management strategies in human resources, environmental efficiency, and workers' green behavior. The research focuses on the highest middle and lower category of staff in various organizations. Data is obtained by stratified random sampling, in which a sample size of 219 workers was taken from the highest, medium, and lower levels. All elements except demographics were assessed at the five-point scale. Green performance is positively 60% correlated with the green human resource practices, with a significant level of below 5% in the study. The overall mediating effect can be seen as 25% and the effect of green physiological climate can be viewed as 25%. The overall moderation effect can be seen through 7% with a significance level below. Furthermore, the research sought to include comprehensive mediation and moderation models in order to emphasize the

interaction more clearly. As a consequence of regression study, the organizational environment is shown to be a mediating variable, while green organizational culture serves as a moderating variable, reducing the influence of the contingent and independent variables. This research also provided an understanding of how environmental efficiency green HRM activities are required and how their workers learn the green behavior. Industries in the service industry. These respondents should be used further about the direction of the studies to making up a wider survey. It may also be seen in other markets, such as the automotive and utility sectors.

Theoretical Implications

This paper highlights the emergence and dissemination of positive environmental performance HRM activities. GHRM activities reflect a company's vital assets as a means of sustainable competitive advantage (Huselid 1995). GHRM researchers aim to use the company's resource-based perspective (Barney 1991) to clarify the importance of GHRM activities in environmental efficiency and sustainability (Wright, Dunford, and Snell 2001). McMahan (1994) argues, for example, that a green atmosphere or a green culture inside a company can be a source of sustainable successful environmental success. Gerhart (1996) argues that a GHRM framework can be a unique source of sustainable competitiveness, particularly when its components have a high level of green experience both internally and externally. In short, most GHRM theories concentrate on the causal mechanism by which internal capital or processes such as green climate and culture may contribute to both corporate success and environmental performance. Management fashion theory and institutional theory (Abrahamson, 2013) concentrate on the aspects of the outside world around organizations that affect organizations' activities and resulting results. Management is a comparatively transitory common belief spread by management fashion designers that contributes to rational management success through a specific management technique. Management modes, including aesthetic fashion, are typically defined by quick, gloomy swings in management.

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