

A Green Workforce Understands & Practices Green Initiatives to Reduce Carbon Footprint: Evidence from Bangladesh.

Sukanta Chakraborty¹ and Joya Bhattacharjee²

¹Department of Statistics
University of Chittagong, Chittagong, Bangladesh
Email : chakraborty.sukanta@cu.ac.bd

²Department of Human Resource Management
University of Chittagong, Chittagong, Bangladesh
Email: joya.b7@gmail.com

ABSTRACT

Green human resource management is defined as an environment-friendly HR practice that subscribes to the sustainable use of coffer all over the world. The present paper attempts to estimate the impact of Green HRM on some associations from Bangladesh's perspective. The present paper follows the methodical review of applicable academic literature related to Green HRM practices in the global script. The findings of the study appear to suggest associations across the globe are absorbing Green HRM as a visionary step toward guarding the environment. The purpose of this study is to examine the extent of mindfulness of Green Human Resource Management among different situations of HR directors from various associations in Bangladesh. A combination of quantitative and qualitative exploration styles is employed to gather information. Descriptive data analysis is presented with respect to the awareness position and unproductive exploration approach executed to find out the significant factors which increase the workers' mindfulness of green HRM. All the proposed suppositions were supported. Specifically, at the organizational position, organizational environmental culture is appreciatively related to green HRM and green HRM operation appreciatively associates with the association's environmental performance. At the individual level, green HRM positively affects employees' job satisfaction, and meaningful work serves as a potent intermediary in this interaction. The study linked the mindfulness position of Green HRM among directors from different sectors in Bangladesh. Governments & associations may produce programs to promote the below practices in the long-term achieving organizational excellence will reflect appreciatively on frugality.

Keywords: Green HRM, Employee awareness, Organizational excellence.

Mathematics Subject Classification: 62F03, 62H15, 62J05

1. INTRODUCTION

Human Resource Management (HRM), which is an important faction of management, deals with the most valuable assets of an organization which is human resources. At present the whole context of HRM is considered in the light of sustainability all over. Expanding the statement, we can understand that in the case of sustainability, Green Human Resource Management is the most significant

element. The management of an organizational environment is a primary function of human resource management (HRM), which is the exclusive subject of this essay. Due to growing global environmental concerns, the urgency for the integration of environmental management into Human Resource Management (HRM) or Green HRM is on the rise. Traditionally, most companies across the world were concerned more about the profit than environment. So, they followed green management initiatives driven by laws and regulations. But in the last few years, companies around the world are focusing on various green initiatives and their impact on the environment. Green initiatives refer to the use and implementation of products, processes, and systems to maintain the environment. For example, such processes might engross the emergence of new power resources to fulfil the need of society, developing new innovative ideas and strategies that help in reducing the cause of environmental degradation. So there is a necessity of proactive green practices. Companies that adopt green practices can result in better performance improvement in organizational culture with cost minimization, effective utilization, and improved company goodwill. Because of environmental issues, organizations have created new regulations, policies, and intangible cultures over the last few decades. Now they are focusing on the environmental impact considering the interaction between their financial and social growth in terms of stand-alone virtues. This enables organizations to bring green human resource practices and corporate strategy together to improve organizational performance. For such instances, green human resources management (GHRM) has gained considerable attention from business entities. GHRM is concerned about the systemic and planned alignment of typical human resource management (HRM) practices with the ecological objectives of the organizations. Therefore, synchronizing different functional areas and human resources is crucial. GHRM practices are effective tools to make the business sustainable. HRM extensively focuses on individual practices, not just a set of practices. Green HRM research has shown that it has a substantial impact on business performance and employee outcomes. Improving work climate and meeting twenty-first-century work requirements and demands about environmental awareness benefit both organizations and employees. Therefore, the current study looks at green HRM practices and their subsequent outcomes at both organizational and individual levels to provide novel insights into the field. Specifically, in the first study we consider green HRM and its related outcome at the organizational level, while in study 2 we focus on green HRM at the individual level.

2. LITERATURE REVIEW

Although the concept of green management was initiated as a part of business strategy during the 1990s (Lee 2009), it started to gain popularity in the 2000s. Basically, it is Wehrmeyer (1996) who coined the term "Green HRM", which can be described as the systematic and planned alignment of conventional HRM practices with the organization's environmental goals (Jabbour, 2011). Ahmad (2015) emphasized the importance to correlate human resource practices and green principles to ensure sustainable development. Sustainable development-rather a synonymous term related to

environmental protection- is a newer concept of economic growth wherein policies like trade and foreign, economic and fiscal, agricultural and industrial- all pave toward such development paths that are economically, ecologically, and socially sustainable (Shaikh, 2010). The extent to which HRM is green on a continuum of all traditional HR practices has frequently been analysed by current researchers viz. job analysis, recruitment and selection, induction, training, performance evaluations, and rewards (Jabbour, 2011; Mathapati, 2013). Similarly, Shaikh (2010) also discussed green corporate social responsibility as an integral part of Green HRM. Outlined as the HRM aspects of environmental management, Renwick, Redman & Maguire (2013) acknowledged that GRHM research is comparatively diverse and progressive. They developed a theoretical model considering conventional HR practices as a powerful mechanism for harmonizing employees with the company's environmental strategy. As a result, numerous HRM strategies to adopt the "green" notion have been covered here:

Existing literature has recognized the benefits of adopting environmental practices as a primary objective to achieve organizational functioning. It has created a connection between these environmental performances and the HRM practices and hence the need to combine them to deliver a sustainable business entity. Bratton (2012) notes that it is essential for businesses to create a balance between their commercial goals and environmental preservation since it is well-known that creating a nexus between the two could largely help the particular business to optimize its long-term profitability as opposed to when it does not focus on "going green". Ehnert, Harry, and Zink (2014) stated that the Human Resource Department of any organization is very vital regarding the creation of the organization's sustainability culture. Lado and Wilson described the Human Resources Management System in this context as a set of actions, processes, and functions that are distinct but interrelated in attracting, developing, and keeping an organization's HRM (Pandey, Viswanathan, & Kamboj, 2016). These include Human Resource functions, which cover policies, practices, and strategies that, when adequately developed and implemented, are optimal in meeting certain corporate objectives and strategies (Pandey, Viswanathan, & Kamboj, 2016). This literature focuses on the various GHRM practices those various enterprises must follow in order to attain sustainability.

3. OBJECTIVES OF THE STUDY

The key objective of this study is to:

- a) To examine and draw together the aspects of HR on environmental management
- b) To highlight different significant works on green HRM by workers
- c) To elaborate on various green practices that can be incorporated for building a green workplace.

4. STUDY OF THE VARIABLES & HYPOTHESIS DEVELOPMENT

4.1. Organizational Level

4.1.1. Organizational environmental culture and Green HRM

The organization's culture and environment, make culture as one of the key antecedents of green HRM. Specifically, green HRM practices are programs, techniques, and processes that help organizations diminish their environmental effects while increasing their positive environmental effects. In other words, green HRM is defined as HR practices that focus on environmental sustainability by creating green employees, who can recognize and appreciate organization's environmental initiatives. It concentrates on green selection and recruitment, green training and development, green performance management and appraisal, and green pay and reward system that expands the organization's human capital.

Research shows that organizational culture, structure, leadership, and strategy are among the important predictors of green HRM. Furthermore, organizational conditions are major motivators for organizations to engage in pro-environmental initiatives such as green HRM. If an organization values green activities by going beyond mere profit-making goals and seeking ways to minimize the negative and maximize the positive consequences of its activities on the environment, it creates a culture that promotes green HRM and its related practices. Therefore, organizational environmental culture, by building an environment in which green activities are highly valued, encourages green hiring, training, appraisal, and Incentives which are the dimensions of green. Thus, we conjecture that,

H₀₁: Organizational environmental culture isn't positively related to green HRM.

4.1.2. Green HRM and environmental performance

Green HRM is one of the best strategies for boosting firms' environmental performance because it provides an essential ground to efficiently manages firms' environmental impact. Environmental performance refers to the organization's commitment to protecting the environment and demonstrating environmental care through defining measurable operations. Green HRM methods, which include environmentally friendly HR activities, result in increased efficiencies, lower costs, and improved employee engagement and retention.

Furthermore, green HRM assists firms in improving their environmental performance by increasing employee understanding of environmental issues. Similarly, believes that one of the best methods for firms to enhance their environmental performance is through green HRM since it generates 'green employees' by focusing on green hiring, green compensation, and green training. Employees are the building blocks of organizations, and their pro-environmental behaviours lead to the betterment of the organization's environmental performance. This can lead to green empowerment facilitating organizations' environmental performance, increasing engagement in sustainability management, and

improving green supply chain activities. Green HRM practices are considered useful strategies for organizations to improve their human capital which can ultimately lead to better environmental performance through promoting employees' green behaviours and fostering green organizational culture. The importance of environmental training and organizational learning and their links to environmental performance was considered in a study it is believed that employees with environmental values play a crucial role in helping organizations to proactively adopt and enact principles of environmental sustainability and boost the organization's environmental performance. As such, we hypothesized that,

H₀₂: Green HRM is not positively related to the organization's environmental performance.

4.2. Individual Level

4.2.1. Green HRM and job satisfaction

Green HRM is not only a fundamental strategic plan to enhance an organization's environmental performance but also plays a vital role in enhancing employees' outcomes such as job satisfaction. Research shows that Employees' evaluation of their job characteristics is a crucial factor influencing their working behaviour. Specifically, several job characteristics including pride, participation, recognition, self-actualization, advancement, fairness, working conditions, and the work itself can influence the way employees perceive their job and ultimately result in their satisfaction. The combination of job characteristics increases the motivational aspect of the job leading to employees' positive outcomes such as job satisfaction and quality performance. Employee attitudes and satisfaction can be influenced by the appraisal of job aspects and employee perception. Green HRM as an instrumental strategy helps organizations accomplish their environmental goals by creating a green environmental culture and green employees who are concerned about environmental issues. Protecting the environment is a worthy goal for organizations, and despite adding to the workload of employees, they still believe that organizations should focus on the environment. By emphasizing shared environmental goals and values, green HRM promotes an environment in which employees and employers feel that they are doing something meaningful. This will contribute to the development of a feeling of meaning via work, which will eventually lead to job satisfaction. Employees feel more autonomous in carrying out environmental actions when they are empowered and encouraged to communicate their environmental aims. Besides, through evaluating, recognizing, and rewarding their environmental performance, they can realize the actual impact of their activities. As a result, green HRM helps employees improve their work behavior by delivering fundamental job qualities. As a result,

H₀₃: Green HRM has not a positive relationship with employees' job satisfaction.

4.2.2. Meaningfulness as a Mediator

According to job characteristics theory, work meaningfulness refers to the 'degree to which the employee experiences the job as one which is generally meaningful, valuable, and worthwhile'. The job characteristics model proposes that three key job qualities, including skill variety, task identity, and task importance, might assist employees in increasing their sense of purpose at work. This highlights the importance of job features and individuals' perception of jobs in attaining meaningfulness through work. Green HRM is an essential component of CSR initiatives. Green HRM methods focus on facilitating and exchanging information with employees in order to establish a proactive environmental strategy by developing green competencies, supporting green activities, and giving employees with green opportunities. Particularly, developing green abilities deal with developing human capital, motivating green activities are the activities that increase employees' motivation and commitment, and providing green opportunities deals with empowering and engaging employees in the green initiatives by the organization. As a result, green HRM practices reflect the three core values of job characteristics, namely skill variety, task identity, and task significance, making green HRM one of the ways that can help employees find the core values in their work, leading to a sense of meaningfulness through work. Furthermore, the literature indicates that meaningfulness through work leads to positive outcomes such as job satisfaction, engagement, organizational identification performance, psychological well-being, and organizational commitment. This also coincides with the job characteristics theory, which posits a combination of job characteristics that stimulate meaningfulness, responsibility, and obvious results that drive employees' motivation and job satisfaction. Consequently, we hypothesize that

H₀₄: Meaningfulness through work does not mediate the relationship between green HRM and Employees' job satisfaction.

Specifically, the double-perspective approach responds to the need for a better understanding of green HRM at two levels of organization and employees. This is essential, as employees are the main agents in implementing and practicing green initiatives in organizations. Demonstrates the proposed hypothesized models.

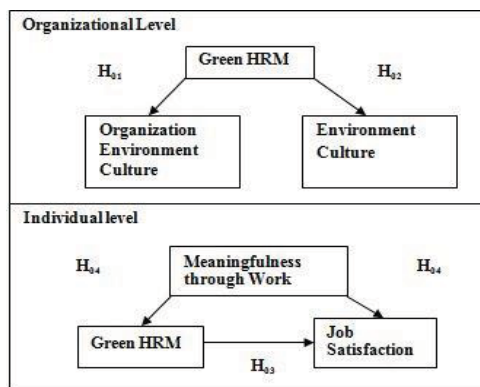


Figure 1: Hypothesis Models

5. RESEARCH METHODOLOGY & DATA ANALYSIS

5.1. Data Collection

Following the quantitative approach to research, the present study used self-administered questionnaires with closed-ended items for the purpose of gathering data. The questionnaires were distributed to respondents via the internal mail systems of each of the organizations participating in the study. Participation in the study was voluntary and no remuneration was given for the same. The questionnaire was filled out by the employee during their working hour. Thus, collected data were subjected to verify the proposed hypothetical model.

5.2. Sampling

There were 25 questionnaires were distributed, and 440 responses were obtained. In all, questionnaires were used for analysis. The response rate is noticeably higher and representative of the population studied. Questionnaire data were automatically generated into an SPSS (SPSS Inc.) database. Standard data scrutiny and authentication were performed. The questionnaire is divided into two sections to specifically address the four hypotheses formulated in the study. The first section comprises questions related to individual details/demographic details. Section 2, which includes GHRM practices-related questions was measured using a five-point Likert scale, ranging from strongly agree (represented by 1) to strongly disagree (represented by 5). The items for the study concepts were drawn after extensive literature review on the subject matter. To check the reliability of study concepts, as to the validity, the measurement model was used.

5.3. Demographic Profile

From the above five Figures 1-5 it is revealed that the majority of the respondents were males (75%) and females 25%, respondents belonged to the 21-30 age category comprising 68.2% of the total 440 samples followed by 31-40 years' age categories (31.8%). The majority of respondents are Postgraduates (77.3%). About 22.7% of the respondents had a Graduation as their highest education level. The majority of the respondents are entry-level employees (70.5%) followed by mid-level (25%) and top-level (4.5%) employees. The majority of respondents are government employees (54.55%) followed by private employees (36.6%) & others 9.09%. The majority of employee works as a full-time worker (97.7%) and the rest works as part-time worker.

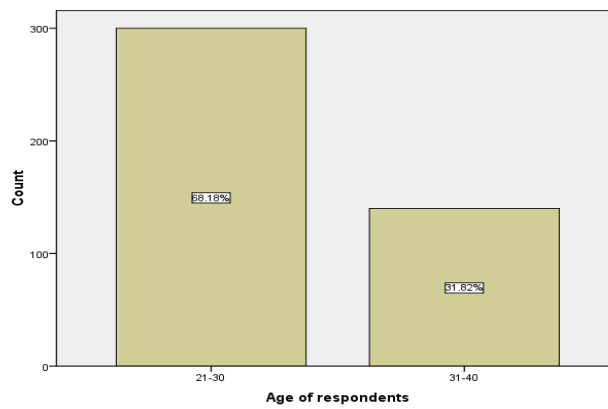


Figure 2: Age of Respondents

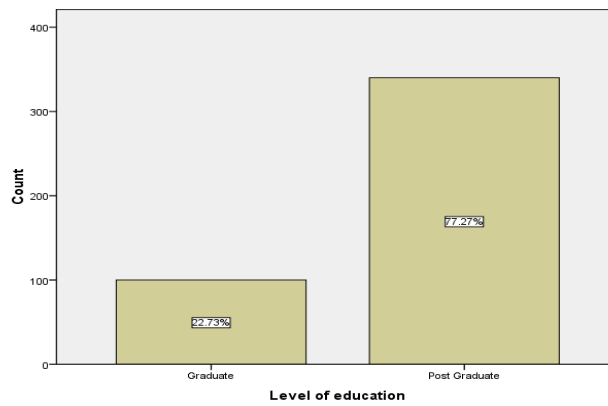


Figure 3: Level of Education

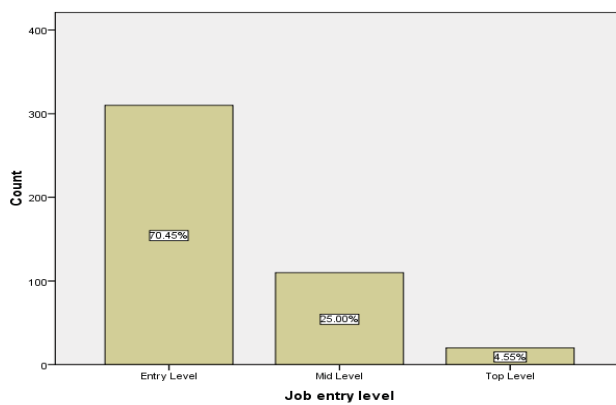


Figure 4: Job Entry Level

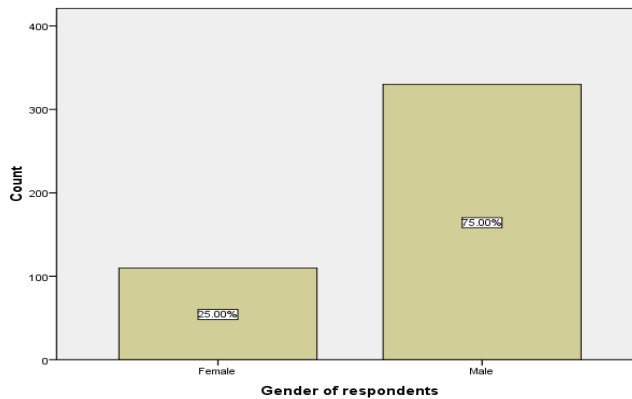


Figure 5: Respondents Gender



Figure 6: Kind of Organization

5.4. Reliability & Validity Analysis

The questionnaire is divided into two sections to specifically address the four hypotheses formulated in the study. The first section comprises of six items on the demographic traits of respondents and the last section consists of questions related to responses about GHRM as an individual & organizational performance. All items from the last section were measured using a five-point Likert scale, ranging from strongly agree (represented by 1) to strongly disagree (represented by 5). The items for the study concepts were drawn after extensive literature review on the subject matter. To ensure the content validity of items, expert opinion was conducted. After necessary modifications as suggested by experts, items were finally included to represent respective study concepts. To check the reliability concepts, Cronbach's α was used as a measure. Cronbach's α measures reliability or internal consistency. The formulae for Cronbach's α is

$$\alpha = \frac{N \cdot \bar{C}}{\bar{V} + (N - 1) \cdot \bar{C}} \dots \dots \dots (1)$$

Where,

N = the number of items

$\bar{V}$ = average variance

$\bar{C}$ = the average covariants between item pairs

N = the number of items

We calculate Cronbach's α in SPSS version 16.00 whose value is 0.736. Since the value of Cronbach's α is lying between 0.7 and 0.8 then we can imply that the items have acceptable internal consistency.

5.5. Test of Hypotheses

Our four null hypotheses are as follows:

H_{01} : Organizational environmental culture isn't positively related to green HRM.

H_{02} : Green HRM is not positively related to the organization's environmental performance.

H_{03} : Green HRM has not a positive relationship with employees' job satisfaction.

H_{04} : Meaningfulness through work does not mediate the relationship between green HRM and Employees' job satisfaction.

To test all of the stated hypothesis we conduct ANOVA test. The result of the ANOVA test are shown in the following table 1 to 4.

According to the table 1, test results the P value is 0.000. However, the α value is 0.05. Therefore the null hypothesis will be rejected. In other words Organizational environmental culture is positively related to green HRM.

In the table 2, the P value (0.00) is also less than the α value (0.05) which implies that Green HRM is positively related to the organization's environmental performance.

So, in the organization level Green HRM has a positive effect.

Now for the individual level, the test results in the table 3 & 4 shows that both the null hypothesis will be rejected. Thus we can say that Green HRM has a positive relationship with employees' job satisfaction and meaningfulness through work mediates the relationship between green HRM and Employees' job satisfaction.

Table 1: Result of testing first null hypothesis

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.642	6	18.774	61.735	.000
	Residual	131.676	433	.304		
	Total	244.318	439			

Table 2: Result of testing second null hypothesis

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.572	6	18.762	60.312	.000
	Residual	134.700	433	.311		
	Total	247.273	439			

Table 3: Result of testing the third null hypothesis

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	234.735	6	39.123	154.587	.000
	Residual	109.583	433	.253		
	Total	344.318	439			

Table 4: Result of testing fourth null hypothesis

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.665	7	14.809	144.452	.000
	Residual	44.289	432	.103		
	Total	147.955	439			

5.6. Regression Analysis

In this section we use a multiple regression analysis to know the interest of employee to make their institution green. For this we take 19 variables into consideration. Interest in making institution green is taken as dependent variable and Age of respondents, Gender of respondents, Level of education, Job entry level, Influence of GHRM on personal life, Ensureness of organization sustainability by GHRM, Priority of environmental training, Importance of ecological knowledge in recruitment process, Increasing of health & welfare benefits along with GHRM training, Role of GHRM to overcome unexpected changes in society and work place, Reducing of turnover & retaining of Employee by GHRM, Flexibility of working hours, locations & arrangement of respondents organization, Continuous environmental improvement as a part of respondents organization, Best option for Practicing GHRM, Recognition of employee that have contribution in EMI publically, satisfaction about job, Importance of respondents job activities, satisfaction of respondents about own organization's environmental concern as independent variables denoting them V1 to V18 respectively in the regression analysis. The regression results are shown in the following tables.

According to table 5 it shows the value of R square is 0.597 which measures the proportion of the variance of interest in making institution green which is predictable from above eighteen independent

variables. In other words it means that about 60% of the changes in interest in making institution green is because of the changes in above cited independent variable.

According to table 6 test results the P value is 0.00. However, the α value is 0.05. Therefore we can say that there is a significant linear association between the interest in making institution green & independent variables.

Table7 show that all the coefficients are highly statistically significant at the 5% level of significance.

Table 5: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773	.597	.580	.360

Table 6: Summary of ANOVA Result

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.928	18	4.496	34.714	.000
	Residual	54.526	421	.130		
	Total	135.455	439			

Table 7: Regression Coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.348	.190		12.385	.000
	V1	.446	.062	.374	7.204	.000
	V2	-.272	.053	-.212	-5.119	.000
	V3	-.245	.052	-.185	-4.749	.000
	V4	-.267	.048	-.271	-5.628	.000
	V5	.164	.037	.170	4.426	.000
	V6	.071	.015	.180	4.874	.000
	V7	.085	.028	.136	3.037	.003
	V8	-.053	.033	-.082	-1.616	.007
	V9	-.303	.054	-.297	-5.603	.000
	V10	.074	.029	.104	2.543	.011
	V11	.098	.027	.133	3.707	.000
	V12	-.118	.021	-.219	-5.617	.000
	V13	-.405	.030	-.560	-13.539	.000

V14	.213	.028	.378	7.718	.000
V15	-.102	.035	-.173	-2.899	.004
V16	-.177	.039	-.282	-4.509	.000
V17	.544	.060	.568	9.127	.000
V18	-.161	.030	-.214	-5.319	.000

6. CONCLUSIONS

The study has numerous practical and administrative consequences. Green HRM can be used as one of the most effective strategies for enhancing an organization's environmental performance, contributing to climate action. However, in order to apply green HRM practices, firms must first create the platform for environmental actions. This can be done by focusing on the organizational environmental culture as the driving force for implementing green initiatives. At the organizational level, top managers and executives should demonstrate their concern about the environmental footprint of the organization and show full support for environmental sustainability by integrating it into the mission and having it as a business objective and priority. Organizational environmental culture can be cascaded down to the middle and human resource managers to focus on employees' green practices that lead to better environmental performance. As employees are the core elements of organizations and a valuable source of competitive advantage they play an essential role in helping organizations in their pursuit of environmental sustainability. This can be achieved through practicing green HRM, which entails setting environmental performance measures, training employees to empower them in achieving environmental goals, and rewarding their environmental performance.

The above review significantly delineates the potential of HRM functions right from job design to employee empowerment, in making the organizations green. Apart from reducing their negative impacts on the environment, these green organizations can simultaneously improve their image and brand building. Today organizations in Bangladesh are quite aware of green HR practices but most of them are not able to implement them properly in different functional areas like selection, performance appraisal system, rewards and training. Such a situation demands the sheer attention and support of top management. There should be a formal implementation of green activities because employees generally take something seriously when enforced by higher authorities. As indicated by the review, the employee selection process in these organizations seriously lacks analysis of green personality criteria, thereby placing more emphasis on its formal implementation. Similarly, Green job designing and analysis is also found to be missing. There are no employment requirements that are specific to the environment. This mentality must be changed through appropriate training and development. The organizations should provide formal training in raising more awareness among its workforce with the ultimate objective of developing green employees.

Although green training sessions may appear to be more expensive to top management in the short term, these steps are likely to pay off in the long run. Being a Green employer adds to the brand name which can lead to more publicity and profits in the long run. In addition, it can also provide inner satisfaction to employees for they have also contributed their share towards the save earth mission. Organizations also require including some points on green employees' performance during the appraisal process. There must be some formal rewards for encouraging employees towards this end.

All these steps can prove their worth in the successful integration of environmental management with HR activities. Green HRM is a less researched area in Bangladesh therefore the present study urges future researchers to conduct more empirical studies so as to gain better insights into the phenomenon. Lastly, future studies can provide more definitive casual evidence on the positive outcomes of greening the workforce through conducting an experimental design. The study can be extended to organizations and manufacturing industries to learn about the Green HRM practices possessed.

6. REFERENCES

- Aguinis, H. and Glavas, A. (2019), "On corporate social responsibility, sense making and the search for meaningfulness through work", *Journal of Management*, Vol. 45 No. 3, pp. 1057-1086.
- Becker, B.E., Huselid, M.A., Becker, B. and Huselid, M.A. (1998), "High performance work systems and firm performance: a synthesis of research and managerial implications", in Ferris, M.R.G.R. (Ed), *Research in Personnel and Human Resource Management*, JAI Press, Greenwich, CT, pp. 53-101.
- Crotty, J. and Rodgers, P. (2012), "Sustainable development in the Russia Federation: the limits of greening within industrial firms", *Corporate Social Responsibility and Environmental Management*, Vol. 19 No. 3, pp. 178-190.
- Dumont, J., Shen, J. and Deng, X. (2017), "Effects of green HRM practices on employee work place green behavior: the role of psychological green climate and employee green values", *Human Resource Management*, Vol. 56 No. 4, pp. 613-627.
- Fayyazi, M., Shahbazmoradi, S., Afshar, Z. and Shahbazmoradi, M. (2015), "Investigating the barriers of the green human resource management implementation in oil industry", *Management science letters*, Vol. 5 No. 1, pp. 101-108.
- Gholami, H., Rezaei, G., Saman, M.Z.M., Sharif, S. and Zakuan, N. (2016), "State-of-the-art Green HRM System: sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research", *Journal of Cleaner Production*, Vol. 124, pp. 142-163.
- Gross, M. (2018), "Global tourism's growing footprint", *Current Biology*, Vol. 28 No. 17.
- Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M. and Thiele, K.O. (2017), "Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods", *Journal of the Academy of Marketing Science*, Vol. 45 No. 5, pp. 616-632.
- Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019), "When to use and how to report the results of PLS-SEM", *European Business Review*, Vol. 31 No. 1, pp. 2-24.

Jabbour, C.J.C., Santos, F.C.A. and Nagano, M.S. (2008), "Environmental management system and human resource practices: is there a link between them in four Brazilian companies?", *Journal of Cleaner Production*, Vol. 16 No. 17, pp. 1922-1925.

Ng, T.W., Yam, K.C. and Aguinis, H. (2019), "Employee perceptions of corporate social responsibility: effects on pride, embeddedness, and turnover", *Personnel Psychology*, Vol. 72 No. 1, pp. 107-137.

[O'Donohue, W. and Torugsa, N. (2016), "The moderating effect of 'green' HRM on the association between proactive environmental management and financial performance in small firms", *The International Journal of Human Resource Management*, Vol. 27 No. 2, pp. 239-261.

Pham, N.T., Tu_ckov_a, Z. and 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*, Vol. 72, pp. 386-399.

Ren, S., Tang, G. and Jackson, S.E. (2018), "Green human resource management research in emergence: are view and future directions", *Asia Pacific Journal of Management*, Vol. 35 No. 3, pp. 769-803.

Renwick, D.W., Jabbour, C.J.C., Muller-Camen, M., Redman, T. and Wilkinson, A. (2016), "Contemporary Developments in Green (Environmental) HRM Scholarship", *The International Journal of Human Resource Management*, Vol. 27 No. 2, pp. 114- 128.

Sudin, S. (2011), "Strategic green HRM: a proposed model that supports corporate environmental citizenship", paper presented at the International Conference on Sociality and Economics Development, IPEDR.

Tang, Z., Shang, J., Shi, C., Liu, Z. and Bi, K. (2014), "Decoupling indicators of CO2 emissions from the tourism industry in China: 1990–2012", *Ecological Indicators*, Vol. 46, pp. 390-397.

Tariq, S., Jan, F.A. and Ahmad, M.S. (2016), "Green employee empowerment: a systematic literature review on state-of-art in green human resource management", *Quality and Quantity*, Vol. 50 No. 1, pp. 237-269.

Vidal-Salazar, M.D., Cordon-Pozo, E. and Ferron-Vilchez, V. (2012), "Human resource management and developing proactive environmental strategies: the influence of environmental training and organizational learning", *Human Resource Management*, Vol. 51 No. 6, pp. 905-934.

Yusof, Z.B. and Jamaludin, M. (2013), "Green approaches of Malaysian green hotels and resorts", *Procedia-Social and Behavioral Sciences*, Vol. 85, pp. 421-431.

Yusoff, Y.M., Nejati, M., Kee, D.M.H. and Amran, A. (2018), "Linking green human resource management practices to environmental performance in hotel industry", *Global Business Review*, Vol. 21 No. 3, pp. 1-18.