

Green Human Resource Management: A step towards Organizational Sustainability

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Abstract

Purpose – The research seeks to provide a thorough overview of Green Human Resource Management (GHRM) and its impact on Organizational Sustainability by bibliometric analysis, encompassing many criteria, including prominent authors, documents, keywords, and bibliographic coupling (BC).

Design/methodology/approach – The bibliometric method has been utilized with Biblioshiny. The Dimensions database has been utilized to obtain research publications.

Findings – This study has shown the significant importance of GHRM in the field of human resource management (HRM) for both scholars and practitioners. The survey has indicated that the volume of citations in this field is substantial among scholars from China. Jabbour, C.J.C., has been recognized as the principal contributor and author from the region, with 52 publications and 1,564 citations. The Journal of Cleaner Production has been recognized as the publication with the highest volume of articles in the field. Additionally, significant terms prevalent in the field include sustainability, GHRM, environmental management, sustainable environment, and HRM.

Research limitations/implications – The study has provided a thorough publishing analysis in the field, aiding academics in reviewing the topic and developing empirical models. Additionally, by employing keyword criteria, they can efficiently investigate the articles in the field. The study will assist academics and researchers in identifying the regions, countries, institutions, and universities relevant to pursuing research on the GHRM topic.

Practical implications – The current study will assist managers in concentrating on GHRM to achieve favorable outcomes for human resource management.

Originality/value – This paper focuses on novel and contemporary aspects related to the field of GHRM. Prior analyses employing bibliometric techniques have hardly been conducted using the current database.

Keywords: Green Human Resource Management Practices, Bibliometric analysis, Citation analysis, Bibliographic coupling, Co-citation, Co-occurrence, Biblioshiny.

INTRODUCTION:

Green HRM and Organizational Sustainability

Owing to escalating environmental concerns and legal requirements, companies are compelled to adopt sustainable business practices. Green Human Resource Management (Green HRM) has attracted significant attention as a strategic framework for incorporating sustainability into the core functions of human resource management. Green HRM integrates corporate aims with environmental responsibility and fosters a culture where employees actively participate in sustainable growth. Green HRM provides a comprehensive strategy for achieving lasting ecological, social, and economic prosperity by addressing environmental and organizational sustainability goals.

Green HRM: An Overview

Green HRM refers to the systematic integration of environmental management principles into human resource functions, including recruitment, training, performance management, and employee engagement (Renwick, Redman, & Maguire, 2013). Unlike traditional HRM methods that focus on improving employee performance, Green HRM emphasizes the adoption of ecologically sustainable practices aimed at reducing the ecological footprint of corporate operations. Examples include the use of paperless recruitment processes, the development of environmentally sustainable training initiatives, and the encouragement of energy-efficient work habits.

Green HRM has emerged from the growing recognition of corporate responsibility in addressing environmental issues, such as climate change, resource depletion, and biodiversity loss (Jabbour & de Sousa Jabbour, 2016). As stakeholders increasingly demand sustainable practices, companies are employing HRM as a strategic instrument to advance green initiatives. Green HRM advocates for environmentally responsible practices, enabling firms to align their operational goals with global sustainability efforts, such as the United Nations Sustainable Development Goals (UN SDGs).

Organizational Sustainability: The Broader Context

Organizational sustainability consists of three interconnected dimensions: environmental, social, and economic sustainability (Elkington, 1997). Environmental sustainability seeks to mitigate ecological harm, while social sustainability focuses on equity, well-being, and community progress. Economic sustainability ensures long-term financial viability through effective resource utilization and innovation. Achieving these objectives requires a holistic approach that integrates sustainability into all facets of organizational strategy and operations.

In this scenario, Green HRM acts as a conduit between organizational policy and individual actions. Integrating sustainability principles into HRM procedures enables firms to shape employee attitudes and behaviors, therefore advancing collaborative efforts toward sustainability objectives. Eco-conscious recruitment strategies can draw environmentally aware individuals, while green training initiatives can provide staff with the necessary information to implement sustainable practices in their positions (Ren, Tang, & Jackson, 2018).

Implications of Green HRM on Organizational Sustainability

Green HRM is critical for enhancing business sustainability through the emphasis on energy conservation, waste minimization, and adherence to environmental regulations. The contributions may be categorized into the following dimensions:

1. **Green Recruitment and Selection:** Green HRM begins with the recruitment of individuals that prioritize environmental stewardship. Green recruiting tactics, which emphasize sustainability in job descriptions and the selection of individuals with environmentally conscious viewpoints, ensure that new employees align with the organization's ecological principles (Pham et al., 2019). Furthermore, the adoption of paperless application systems and virtual interviews could reduce the environmental footprint of the recruitment process.
2. **Green Training and Development:** Training programs focused on environmental management principles equip personnel with the knowledge and competencies required to execute sustainable practices. Green training programs encompass sessions focused on energy efficiency, waste management, and sustainable sourcing. These programs enhance employee competencies while fostering a commitment to company sustainability (Jabbour et al., 2010).
3. **Green Performance Management:** Integrating sustainability criteria into performance evaluation systems encourages employees to prioritize ecologically responsible practices in their work. By recognizing and rewarding eco-friendly behaviors, companies can motivate staff to engage in sustainability goals. Employees that achieve energy conservation or waste reduction objectives may receive incentives or public recognition.
4. **Employee Engagement in Green Initiatives:** Green HRM emphasizes the need of involving employees in company sustainability efforts. Initiatives such as green teams, sustainability awareness campaigns, and participatory decision-making processes enable employees to take ownership of environmental projects. Engaged employees are more likely to adopt pro-environmental actions, hence improving the organization's overall sustainability (Dumont, Shen, & Deng, 2017).
5. **Sustainable Workplace Practices:** Green HRM involves creating workplace environments that promote sustainability. This include the design of energy-efficient workspaces, the execution of recycling programs, and the advocacy of sustainable commuting options. These strategies not only reduce the organization's ecological effect but also enriches employee satisfaction and well-being.

A methodical bibliometric analysis was conducted, which included a thorough evaluation of existing literature with the help of R Studio software. This study seeks to comprehend different Green HRM innovations that enhance organizational sustainability by:

- (1) Identifying relevant and frequently referenced literature;

(2) Mapping the various dimensions of Green HRM and its relational impact on organizational sustainability through keyword analysis; and

The next section of the study consists of data collection procedures and analysis. The data was collected by keywords searched from databases such as Google Scholar, Research Rabbit and Connected Papers etc. The subsequent sections also outline how Green HRM is being adopted in different areas of Employee Management System. The concluding section addresses inferences and determines the various problems and issues associated with Green HRM.

LITERATURE REVIEW:

Title	Abstract	Author(s)	Keywords	Journals
Evidence-Based Green Human Resource Management: A Systematic Literature Review	This study reviews empirical and theoretical evidence on GHRM and its impact on organizational sustainability using a systematic review approach.	Yong et al. (2023)	GHRM, PRISMA, empirical research, sustainability	<i>Sustainability</i>
The Effect of GHRM Practices on Employees, Clients, and Organizational Performance	Examines how GHRM practices contribute to employee well-being, satisfaction, and retention in environmentally focused organizations.	Al-Mamary et al. (2024)	GHRM, employee green behavior, sustainability	<i>Administrative Sciences</i>
Green Human Resource Management and Employee Green Behavior	Examines how GHRM influences employee green behavior through environmental beliefs and green organizational identity in the Chinese context.	Zhu et al. (2021)	GHRM, environmental belief, organizational identity	<i>Sustainability</i>
How Environmental Knowledge Influences GHRM	Investigates the role of environmental knowledge and values in mediating employees' green behaviors in emission reduction.	Zhu, Wu, & Shen (2022)	Environmental knowledge, GHRM, emission reduction	<i>Processes</i>
Promoting Pro-Environmental Behavior	Analyzes the influence of GHRM on pro-environmental behavior, emphasizing organizational identity and the green organizational climate as mediators.	Zafar et al. (2022)	Organizational identity, green climate, GHRM	<i>Asia Pacific Journal of HR</i>
Green HRM Practices and Organizational Sustainability	Explores the integration of GHRM with organizational strategies to effectively implement environmental long-term sustainability.	Shah & Ivascu (2023)	GHRM, sustainability, innovation	<i>Journal of Cleaner Production</i>
Enhancing Employee Performance Through GHRM	Explores GHRM's effects on employee green behavior and performance with a focus on the moderating role of leadership in fostering sustainable practices.	Darvishmote vali et al. (2022)	GHRM, green employee performance, practices	<i>Tourism Management</i>

GHRM and Triple Bottom Line Performance	Explores its impact on achieving the triple bottom line of economic, social, and environmental sustainability.	Chaudhary et al. (2022)	Triple bottom line, sustainability, green practices	<i>Benchmarking: An International Journal</i>
Sustainable Green HRM: Impact on Organizational Culture	Discusses the importance of aligning practices with organizational culture to achieve sustainable performance in the tourism industry.	Malik et al. (2023)	Sustainability, organizational culture, green HRM	<i>Tourism Management</i>
Green Innovation and Organizational Performance	Studies the impact of green transformational leadership on fostering GHRM and achieving sustainable organizational performance.	Singh et al. (2021)	Green HRM, leadership, sustainability	<i>Technological Forecasting and Social Change</i>
Mechanisms of GHRM for Environmental Performance	This paper examines how stakeholder theory can explain the role of GHRM in enhancing organizational sustainability and environmental performance.	Chaudhary et al. (2021)	Stakeholder theory, sustainability, organizational culture	<i>Journal of Global Responsibility</i>
Training and Development for GHRM Success	Explores the integration of GHRM practices with organizational strategies to effectively implement environmental policies and achieve long-term sustainability.	Lazar & Chithra (2022)	GHRM, training, green workforce	<i>International Journal of HR Development</i>
The Role of Green HRM in Tourism Sector	Reviews the role of GHRM practices in enhancing employee engagement and organizational commitment in the context of environmental sustainability.	Al-Ghazali & Afsar (2021)	Green HRM, environmental culture, tourism	<i>Corporate Social Responsibility and Environmental Management</i>
A Comprehensive Analysis of Green HRM's Role in Modern Organizations	Provides a broad appraisal of the applications of GHRM across industries, identifying challenges and opportunities for sustainability.	Yusoff et al. (2022)	GHRM, employee engagement, sustainability	<i>Benchmarking: An International Journal</i>
GHRM Practices for a Sustainable Workforce	Focuses on the impact of training and development in GHRM practices to enhance employee green skills.	Rehman et al. (2023)	GHRM, green employee motivation, sustainable workforce	<i>ResearchGate</i>

Table 1: Review of Literature

RESEARCH METHODOLOGY:

• Database Selection:

The research utilized bibliometric analysis to deliver thorough comprehensions on GHRM and organizational sustainability in the literature. The study period encompassed 2019 to 2024, as this interval demonstrated the most substantial increase in GHRM articles. The study employed multiple databases

like Google Scholar, Research Rabbit Connected Papers, Dimensions owing to their comprehensive coverage of research within the pertinent fields.

- **Searching the article:**

The terms "Green Human Resource Management," "Green HRM," and "organizational sustainability" were employed to retrieve pertinent papers and research. The search parameters identified these terms from the title, abstract, and keywords of the articles. Chapters from books, conference papers, and additional texts were integrated to analyze articles and review articles relevant to GHRM for time period between 2019 to 2024. As a result, we selected 502 papers for bibliometric analysis.

- **Study Collection Method:**

This review article is synthesized from several internet sources, including academic journals and peer-reviewed publications, which serve as the principal sources of original research findings and reviews. Supplementary sources, including books, conference proceedings, academic databases such as Dimensions, Google Scholar, and gray literature like technical reports, working papers, and white papers, are utilized to gather relevant information. This article offers an in-depth examination of the progression of Green HRM from 2019 to 2024 through bibliometric methodologies. We employed Dimensions and our institutional digital library to obtain database information related to keywords. A total of 33,210 items were identified for the inquiry that were directly related to the keyword. The findings identify the principal sources of publishing, leading authors, and nations contributing to research on Green HRM. The representation of collaboration networks among academics and institutions highlights co-authorship trends.

After applying the initial exclusion criteria for the keywords "Green Human Resource Management" or "Green HRM" and "organizational sustainability," which involved the removal of "errata," the total number of articles was reduced to 25,709. The articles include many genres such as journal articles, reviews, notes, conference papers, letters, editorials, and brief reviews. We next implemented the second exclusion criterion, selecting publications with the Source Title of IEEE, Sustainability, Applied Science, AI & Society, and Fields of Research encompassing Commerce, Management, and Organizational Behaviour. This culminated in a definitive selection of 14,144 articles.

The chosen publications underwent additional evaluation based on a third exclusion criterion, which involved excluding papers from the UGC Journal List Group II that focused on the development of Green HRM. We utilize the 502 selected papers for our bibliometric review study, assessing them based on organization, country/region, journal, total citations, and keywords. Biblioshiny was used to do an extensive study of the collected documents, perform pertinent keyword analysis, and generate Three-field Sankey Diagrams.

Bibliometric analysis utilizes various metrics, including total article count, average citations per article (ACPA), total citation count, total link strength, and Hirsch index (H-index). The H-index is a widely acknowledged statistical instrument utilized in bibliometric studies to evaluate the research productivity and influence of authors and academic disciplines (Farhat et al., 2023a). The ACPA is acknowledged as a dependable measure for appraising the impact of research on certain publications, authors, and publication venues.

Three-field Sankey diagrams are employed to determine the link among three interrelated sets of variables (Aria and Cuccurullo, 2017). All these variables have been incorporated into our bibliometric study.

This analysis comprised a thorough examination of Green HRM research, including 502 papers from 71 countries and 1552 affiliations. The documents, derived from 125 distinct sources, were composed by 1,710 individuals and attained an ACPA of 17.34.

RESULTS AND DISCUSSIONS:

- **Review of Selected Articles:**

- a) **Word Cloud:**

Figure 1 describes data from several researches about GHRM and organizational sustainability. The Word Cloud scrutinized the summaries of the chosen papers. It highlights the prevalent use of many phrases connected to Green HRM and Organizational Sustainability. The word cloud clearly demonstrates a

correlation between GHRM (Conservation, Natural resources, Climate Change, Technology) and Organizational Sustainability (Commerce, Industry and Business) via sustainable development.

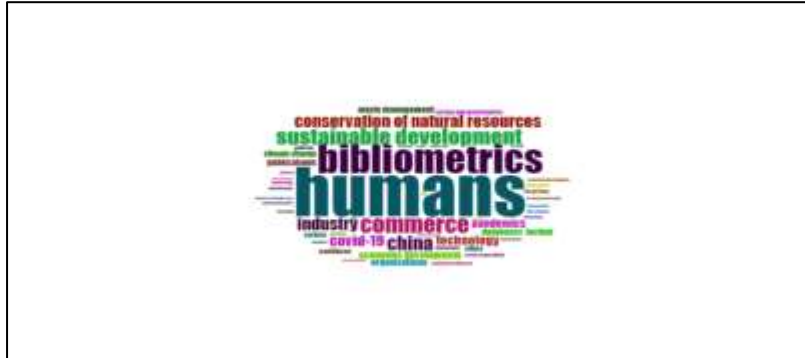


Fig 1: Word Cloud of selected articles

b) Keywords co-occurrence

Keyword co-occurrence analysis was employed to illustrate the network data. Figure 2 displays keywords including "Human," "Bibliometrics," and "Organizational Sustainability" as significant circles. The second most important keyword is "Sustainable Development." Thus, it is established that organizational sustainability is directly linked to GHRM on the diagram. Table 1 reveals that the Average Citation per Article (ACPA) is 17.34%. These papers are highly significant and printed in esteemed journals including the International Journal of Disaster Risk Reduction, Annals of Operations Research, Sustainable Production and Consumption, Scientometrics, and Information Systems Frontiers, with Moosavi J, Kumar S, Bui T, Grabowska S, and Kumar S as lead authors.

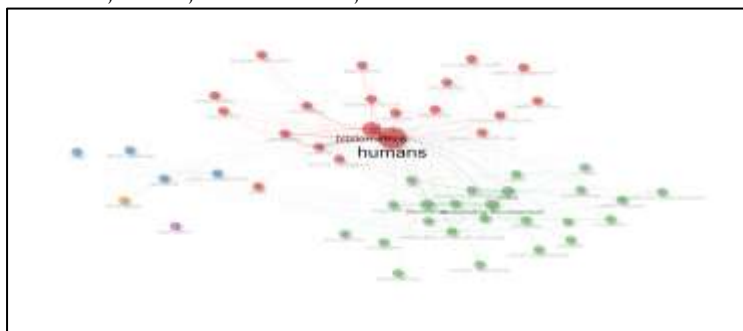


Fig 2: Co-occurrence of Keywords as derived from Biblioshiny

Timespan	2019:2024
Sources (Journals, Books, etc)	112
Documents	502
Annual Growth Rate %	175.97
Document Average Age	1.15
Average citations per doc	17.34
References	0
DOCUMENT CONTENTS	
Keywords Plus (ID)	311
Author's Keywords (DE)	311
AUTHORS	
Authors	1710
Authors of single-authored docs	19
AUTHORS COLLABORATION	
Single-authored docs	19
Co-Authors per Doc	4.06
International co-authorships %	37.4

DOCUMENT TYPES	
Article	500

Table 1: Main Information of Selected Articles

c) **Most Relevant Documents:**

Figure 3 illustrates the most pertinent sources. In bibliometrics, the most pertinent sources include several document forms that facilitate the quantitative assessment of research effect and trends. Research papers are essential, offering original data for citation analysis and emphasizing innovative findings and emerging research fields. The most cited publications from pertinent sources, including Heliyon, Environmental Science and Pollution Research, and the International Journal of Environmental Research, serve as benchmarks for significant research, highlighting noteworthy discoveries. Furthermore, gray literature, which includes theses and reports, expands the parameters of bibliometric analysis by incorporating non-commercially published materials. Open access articles, due to their enhanced accessibility, are essential for monitoring global scientific dissemination. These sources combined allow bibliometricians to evaluate scholarly output, quantify academic influence, and chart the progression of knowledge across fields.

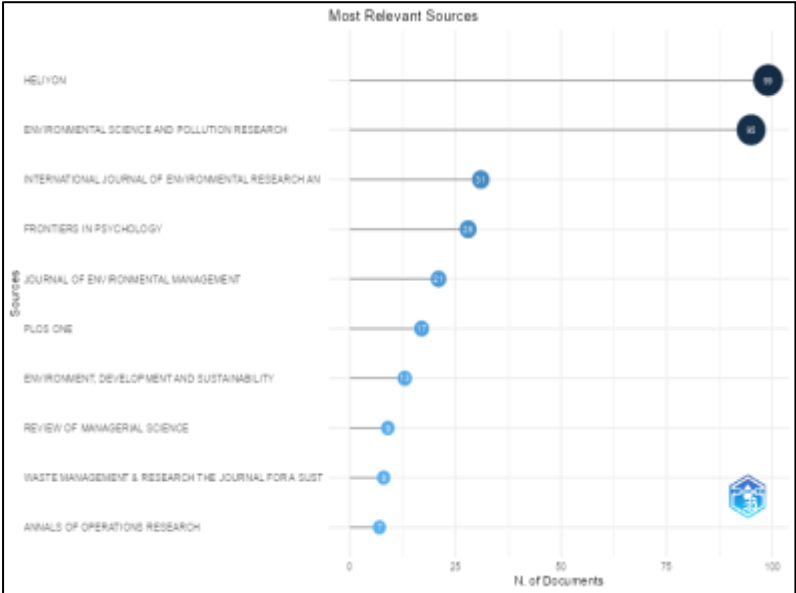


Fig 3: Most Relevant Sources as extracted from Biblioshiny

d) **Three-field Sankey diagrams:**

This plot was employed to analyze the interactions among three unique interconnected variables. Figure 4 depicts the analytical evaluation of the interconnections among authors, sources, and the authors' nations concerning Green HRM and organizational sustainability. Thus, it is clear that prominent academicians, like Zhang J, Irfan M, Zhang Y, Kumar A, and Kumar S, from nations such as China, India, Malaysia, Spain, and Brazil, have published their findings in esteemed international journals.

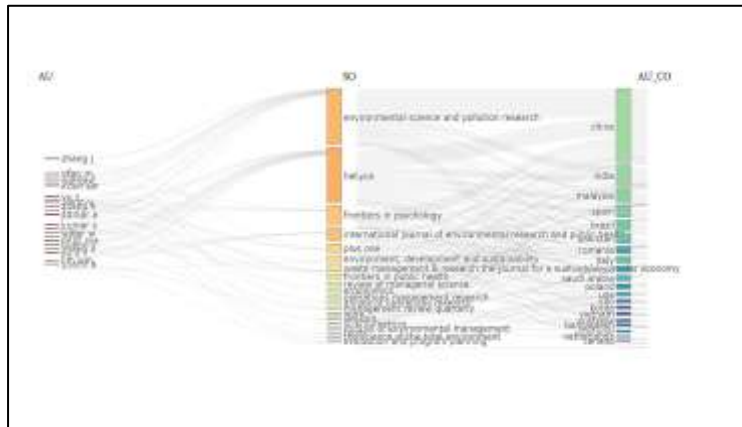


Fig 4: Three Field Sankey's Plot

Challenges in Implementing Green HRM

Despite its potential benefits, the implementation of Green HRM poses various challenges. Organizations may face resistance to change, particularly when environmental initiatives require employees to alter established routines or take on additional duties. Lack of expertise in the design and execution of green HRM practices can hinder their effectiveness. Resource constraints, especially in small and medium-sized enterprises (SMEs), provide significant challenges to the execution of comprehensive green HRM strategies (Yusoff, Nejati, Kee, & Amran, 2018).

- 1. Insufficient Awareness and Knowledge:** Many organizations and HR professionals lack a comprehensive grasp of Green HRM practices and their potential benefits, leading to resistance or ineffective implementation (Renwick et al., 2013).
- 2. Resource Limitations:** Small and medium-sized enterprises (SMEs) often encounter financial and infrastructural limitations that impede their capacity to adopt and sustain Green HRM practices (Arulrajah et al., 2015).
- 3. Resistance to Change:** Employees and management may resist Green HRM due to perceived heightened responsibility, anxiety about uncertainty, or reluctance to deviate from established procedures (Dumont et al., 2017).
- 4. Measurement and Accountability Issues:** The lack of defined criteria and frameworks for assessing the effectiveness of Green HRM initiatives hinders the monitoring of progress and the guarantee of accountability (Kim et al., 2019).
- 5. Misalignment with Organizational Goals:** Sustainability initiatives are occasionally regarded as secondary to profit-driven objectives, leading to limited support from senior management and inadequate integration into the organization's strategy (Amrutha & Geetha, 2020).

Organizations must adopt a phased approach to deploy Green HRM to overcome these challenges. This involves fostering awareness, providing adequate training, and obtaining strong support from senior management for environmental initiatives. Moreover, employing technology and fostering partnerships with sustainability experts can enhance the effectiveness of green HRM practices.

Future Directions and Research Opportunities

- 1. Investigating Green HRM's Role in Shaping Employee Behavior:** Investigation is required to examine the impact of Green HRM practices on pro-environmental behaviors, employee engagement, and green organizational citizenship behavior (Dumont et al., 2017).
- 2. Adoption of Digital Tools for Green HRM:** Future research could examine how emerging technologies, like artificial intelligence and big data, can improve Green HRM, for instance, via digital training or sustainable recruitment (Jabbour et al., 2019).
- 3. Green HRM in Small and Medium Enterprises (SMEs):** It is essential to examine the acceptance, obstacles, and scalability of Green HRM practices in resource-limited SMEs (Renwick et al., 2013).

- 4. Cross-Cultural Variations in Green HRM:** Research must examine the influence of cultural factors and national circumstances on the implementation and efficacy of Green HRM practices (Tang et al., 2018).
- 5. Metrics for Evaluating Green HRM Effectiveness:** Establishing frameworks to assess the ROI of Green HRM projects concerning organizational performance, environmental results, and employee retention is a significant research opportunity (Amrutha & Geetha, 2020).
- 6. Leadership and Green Organizational Culture:** Future research may investigate the impact of various leadership styles, including transformational and ethical leadership, on fostering sustainable workplace cultures via Green HRM (Robertson & Barling, 2017).
- 7. Psychological Contracts and Green HRM:** Analyze the influence of Green HRM practices on employees' psychological contracts and their views of the organization's dedication to environmental sustainability (Cherian & Jacob, 2012).
- 8. Green HRM and Innovation:** Investigation is necessary to comprehend how Green HRM promotes organizational innovation, especially in the development of sustainable products, processes, and services (Jabbour et al., 2015).
- 9. Circular Economy Integration through Green HRM:** Subsequent research should investigate the alignment of Green HRM with circular economy principles, including the enhancement of resource efficiency and the reduction of waste (Zaid et al., 2018).
- 10. Green HRM for Crisis Preparedness and Resilience:** There is an increasing necessity to investigate how Green HRM might assist firms in developing resilience and efficiently managing environmental disasters (Kim et al., 2019).

CONCLUSION

Green HRM represents a strategic approach to integrating environmental sustainability into corporate practices, so promoting long-term ecological, social, and economic well-being. By aligning human resource management duties with sustainability goals, organizations can foster a culture of environmental responsibility and implement substantial change. Notwithstanding current limits, the benefits of Green HRM considerably outweigh the challenges, establishing it as a crucial component of modern organizational strategy. As the global sustainability movement accelerates, Green HRM will play an increasingly pivotal role in shaping the future of work and business.

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