

A study on the impact of green HRM and green training on environmental performance and green employee motivation and efficiency in education sector.

Damini Sharma¹, Aruna Dhamija²

^{1,2}GLA University, Mathura - India

ORCID: ¹[0009-0004-5713-9895](https://orcid.org/0009-0004-5713-9895), ²[0000-0001-8825-7414](https://orcid.org/0000-0001-8825-7414)

Received: August 30, 2024.

Accepted: November 29, 2024.

Publicado: January 01, 2025.

Abstract— The study examines how environmental performance, employee engagement, and productivity are affected by green HRM practices and green training in India's education sector. The study's goals are to find out how green HRM and green training relate to one another, how they affect environmental performance, and how they affect worker productivity and motivation. 280 academics and instructors made up the sample, which has been selected using purposive sampling procedures. Structured questionnaires have been employed to gather primary data. The results show that offering green training at educational institutions and putting green HRM methods into practice go hand in hand. "Green HRM practices" and green training also have a favorable impact on environmental performance, as shown by lower energy use, waste production, and carbon emissions. Furthermore, educators who are exposed to Green HRM practices and Green Training report increased motivation and productivity at work, highlighting the significance of sustainability efforts in raising employee performance and engagement. In order to support environmental sustainability and worker well-being, the study emphasizes the need to incorporate green HRM practices and green training programs within the education sector.

Keywords: green HRM, green training, environmental performance, employee motivation, education sector.

*Corresponding author.

Email: daminish1215@gmail.com (Damini Sharma).

Peer reviewing is a responsibility of the Universidad de Santander.

This article is under CC BY license (<https://creativecommons.org/licenses/by/4.0/>).

How to cite this article: D. Sharma and A. Dhamija, "A study on the impact of green HRM and green training on environmental performance and green employee motivation and efficiency in education sector", *Aibi research, management and engineering journal*, vol. 13, no. 1, pp. 75-81 2025, doi: [10.15649/2346030X.4010](https://doi.org/10.15649/2346030X.4010)

I. INTRODUCTION

The topic of sustainability has drawn interest from all across the globe in recent years, especially after the United Nations introduced its Sustainable Development Goals. Businesses now understand that their ability to continue operating depends on the availability of natural resources. Their capacity to remain financially and environmentally sustainable will be impacted by the depletion of the resources that are required for their operations [1]. As a result, businesses have come to understand how important it is to integrate sustainability's social, economic, and environmental components into their daily operations [2]. Consequently, academics have been more interested in studying greening organizations in recent years. Furthermore, the idea of "green human resource management" was born out of the merging of environmental issues with human resource management.

"Green HRM" fosters an environment where workers are more engaged and content with their work, which boosts output. In addition to lowering expenses and increasing productivity, green HRM may also lower carbon footprints, increase employee understanding of environmental concerns, and support green work-life balance [3]. The HR department is responsible for hiring the best candidate for the position, training them, keeping them on board, and developing them in line with industry standards and current trends, in addition to managing, developing, and keeping personnel in the company. Traditional HRM techniques have been pushed to the limit by GHRM in favour of more ecologically friendly and sustainable approaches.

Companies are going to benefit from environmentally friendly behavior because of successfully implementing Green HRM in their workplaces. Less wasteful spending, more efficient use of resources, better environmental performance, a more positive public perception of the company, and more engaged and loyal employees are all positive outcomes. Human resource efforts aimed at improving operational effectiveness and safeguarding the environment are part of this category; both will help organizations save money and work better. Comparably, the advantages for individual workers include improved productivity on both green and nongreen tasks, an eco-friendly corporate culture, a pleasant work environment, enhanced resource efficiency, improved job performance, and enhanced economic and ecological performance [4].

In the long term, green intellectual capital may provide an organization with a competitive edge over other businesses by fostering corporate environmental responsibility. As a result, Green HRM is in high demand, and HR professionals are being recast as "the environment. Executives" who help implement green policies. The real adoption and execution of environmental sustainability by the workforce is at the heart of the matter. Sustainable development may be achieved by implementing green initiatives like electronic filing, ridesharing, flexible work arrangements, teleconferencing, virtual interviews, recycling, and the construction of more energy-efficient office facilities. Increased productivity, decreased expenses, and increased employee engagement are the outcomes of these efforts [5]. Performance and green HRM practices are positively correlated (EI) [6].

Additionally, green HRM practices include green development and training. Development is described by [7] as the "training and development umbrella encompasses the development of attitudes, behaviours, and abilities in the employees that stop the corrosion of environment-related attitudes, skills, and knowledge." It is described as "the process of preparing multi-talented individuals for the improvement of instruction necessary for innovations" in contrast to the previous definition. In a similar vein, green HRM practices heavily rely on green recruiting and selection. "The process of searching for prospective employees to submit applications for the job posting in the organizations" is the definition of recruitment, "while "selection" refers to the process of selecting suitable applicants from among the job applicants" [8]. Efficient techniques for hiring and choosing employees are essential components of every company's HRM entrance point. They are doing the study in stages so that they may better understand how to integrate green HRM practices, green innovation, and environmental performance into our organizational framework. There aren't many of these studies, especially in the literature on green HRM. Therefore, the study primarily adds to the body of knowledge on "Green HRM".

Connecting the "HRM practices" to green innovation and environmental performance, this study fills a knowledge vacuum and moves the field forward. Historical studies have offered the following definition of environmental performance: "collaborating with the organization's external and internal management to achieve overall economic performance, such as boosting revenue and brand image and enhancing the efficiency of their strategic partners by making eco-friendly environment and reducing risks associated with the environment" [9]. Additionally, the idea of environmentally friendly innovation is presented as a moderating factor. When a business makes technological advancements that benefit the environment, they are engaging in green innovation. This encompasses developments in corporate environmental management, green product design, recycling, pollution prevention, and energy-saving technology.

Past study has shown that environmental performance is affected by the effectiveness of sustainable products, green management, and standard of improvement, as well as by the incorporation of financial and environmental green practices into the efficiency and overall growth of firms [10]. Green innovation improves environmental performance, and prior research has shown that it correlates with business strategies. By reducing material waste, improving the green manufacturing procedure also reduces a company's negative effect on the environment and boosts financial and personal efficiency [11]. Previous study has shown that companies should not see green innovation as a reaction to customer concerns, but rather as an intentional and methodical attempt to improve environmental performance. The organization's most valuable assets are its environmentally friendly methods and innovative green products. Using the Resource-Based View (RBV), the corporation is going to be able to improve its environmental performance and win over key stakeholders with these assets [12]. A company's environmental performance is likely to be directly impacted by the innovations in environmentally friendly goods, which are linked to the growing popularity of environmentally friendly innovations within the company's own environment.

"GHRM stands for Green Human Resource Management", which entails the implementation of rules and regulations by the human resource department to ensure the long-term well-being of the environment and the establishment of an eco-friendly working system [13]. In contemporary society, it is anticipated that the human resource department has the obligation to provide efficient training to workers to maintain the sustainability of the workplace. Employee motivation encompasses the drive and enthusiasm of workers to excel in their performance and receive training in order to enhance collaboration and provide superior results inside the organization [14]. Employee training is crucial in the organization to achieve optimal utilization of resources and optimum production [15]. The work of [16] showed that collaboration is essential in organizations as it is conducted to accomplish the organization's purpose in a unified way. The efficiency of personnel is crucial in an organization as it serves as a key driver of competitive advantage.

Teamwork is associated with workers' willingness to collaborate and work together in a team or group setting [17]. Green teams are groups that are created either willingly or involuntarily with the purpose of addressing environmental challenges. The green team plays a vital role in implementing environmental management programs inside the company and addressing workplace environmental issues. Several intellectual and empirical investigations on GHRM have identified the green team as a component of GHRM. [18] Claimed that organizations having a team of environmentally aware personnel are likely to possess a more robust organizational culture.

This study aims to address the following research concerns about the Green HRM practices and impact:

- RQ1: “What is the nature and extent of the relationship between Green HRM practices and the implementation of Green Training programs within organizations”?
- RQ2: “How does the adoption of Green HRM practices and participation in Green Training initiatives influence the environmental performance outcomes of organizations”?
- RQ3: “What are the effects of Green HRM strategies and Green Training interventions on employee motivation levels and work efficiency specifically within the education sector”?

The goal of the study is to learn more about the impact of “Green HRM” and “green training” on “environmental performance” and “green employee motivation” and efficiency in the education sector. To find any current research gaps, the study will first examine earlier works in this field. Subsequently, these deficiencies will be highlighted by the study, providing the foundation for the formulation of its goals and hypotheses. The study methodology that was utilized will next be covered, giving an overview of the techniques for gathering and analyzing data. The study's conclusions will be examined, along with their ramifications and recommendations for the Green HRM practices.

II. LITERATURE REVIEW

a. Green Human Resource Management

Contemporary society recognized the need to incorporate environmental objectives into organizational objectives due to the increasing environmental challenges [19]. Organizations ought to engage in addressing environmental concerns and effectively managing problems that contribute to environmental degradation. Thus, environmental management was seamlessly included in the functioning of the organization. Organizational environmental management has a connection with human resource management since all internal processes and systems depend on “human resource management” [20]. Therefore, the integration of addressing environmental issues with managing human resources leads to the emergence of the concept known as “green human resource management” [21].

The study of [22] found that GHRM stands for “Green Human Resource Management”, which encompasses a network of HRM operations that have a good impact on the environment. The author [23] determined that GHRM practices involve the recruitment and hiring of a workforce that is environmentally conscious and values sustainability. Additionally, these practices included training and developing the workforce, establishing environmental performance benchmarks, assessing the achievement of these benchmarks, and providing incentives to employees who effectively implement the organization's environmental strategies. The author [24] defined that green HRM practices refer to HRM activities that enhance employees' awareness of the environment and encourage them to adopt environmentally friendly behaviors in both their personal and professional life. “Green Human Resource Management (GHRM)” entails using a range of “HRM practices” to advance environmental goals and cultivate a workforce that is dedicated to environmental causes [25].

The work of [26] identified five key components of GHRM: recruiting, training, compensation and incentive, performance assessment, and employee participation. The study of [27] examined many GHRM practices, including recruiting, training and development, engagement, performance management, organizational culture, and incentive and pay. The author [28] divided GHRM into four primary dimensions: personnel, development and training, motivation, and maintenance. In their study, [29] divided GHRM practices into four main areas: employee life cycle, training, management participation, and employee involvement. The author [30] used green recruiting, green training, and green disciplinary management as means to assess pro-environmental behavior.

b. Employees Green Behaviour

The study done by [31] identified that employee green behavior refers to the workers' desire to participate in environmentally beneficial behaviors. EGB, or Environmentally Good Behavior, refers to amicable conduct that aids the firm in achieving its objectives related to environmental sustainability. Alternatively, it can be described as the actions taken by an employee to reduce negative impacts on the environment. These actions may include minimizing resource waste, recycling materials, turning off lights when leaving the office, printing on both sides of paper, and assisting organizations in implementing environmentally friendly strategies. The author [32] found that the identification of employee green behavior has been recognized as a crucial approach to enhance environmental performance.

Employees' environmentally friendly behavior may be categorized into two separate types - voluntary behavior and task-related environmentally friendly behavior (EGB). Voluntary green behavior refers to individual actions that surpass the standards of an organization and demand personal effort. Although job descriptions may not specifically specify voluntary behaviors, their widespread adoption by all workers can significantly enhance the sustainability of a firm or community [33]. Task-related green behavior refers to the actions performed within the organization's rules and the given work tasks. These behaviors are clearly stated in job descriptions.

c. Green Training And Development

“Green training and development” refer to a variety of activities aimed at helping employees acquire essential skills for environmental conservation and knowledge to tackle environmental challenges. These activities are crucial for achieving sustainability objectives [18]. The objective was to enhance comprehension of environmental matters and raise employee consciousness, foster a positive mindset towards addressing environmental concerns, and cultivate skills for waste reduction and energy conservation. It familiarizes individuals with the

A study on the impact of green HRM and green training on environmental performance and green employee motivation and efficiency in education sector necessary expertise and understanding they need to identify environmental issues and implement the appropriate corrective actions to resolve them [34].

Based on the AMO principle, individuals who possessed the necessary knowledge and skills are highly motivated and have many opportunities to do their duties with greater effectiveness [35]. In relation to the "ability (A) component" of the Ability Motivation-Opportunity (AMO) hypothesis, green training, and development assists workers in enhancing their skill levels, so enabling them to effectively address environmental challenges. Identifying and resolving environmental concerns inside the organization is also expected to enhance employee job satisfaction, resulting in both voluntary and work-related environmentally friendly actions. The author [36] found a substantial correlation among green training and employees' corporate citizenship attitude towards the environment in the Italian healthcare industry.

The literature on green HRM asserts that these methods served to incentivize workers to develop an environmentally conscious attitude and behavior in order to save the environment [37]. "Green HRM" encourages workers to actively participate in environmentally aware projects, both in their personal and professional life, to promote green behavior [38]. Implementing Green HRM enhances operational efficiency, reduces expenses, fosters strong employee connections, and enables organizations to operate in a more ecologically conscientious way. The study of [39] found that "green HRM" had a significant impact on workers' environmental commitment, leading to their adoption of green behavior. Several scholars have conducted studies that compare "green human resource management" with environmental, social, and governance practices in various contexts. The author [40] found that "green HRM" has a substantial impact on the in-role behavior of workers at a Chinese multinational firm.

The study examines the relationship between "Green HRM", "Green Training", "environmental performance", and "green employee motivation" and efficiency in the education sector. The study addresses a significant gap in existing research by investigating the overlap between sustainability practices, human resource management, and educational institutions. Although other studies have explored the correlation between "Green HRM practices" and organizational "environmental performance", there is a lack of study that explicitly focuses on the connection in the education sector. Furthermore, while there is a limited amount of literature on the influence of "Green HRM" on employee engagement and efficiency, there is a lack of studies specifically examining these factors in educational environments. The study fills gaps in the existing literature by examining the impact of "Green HRM" and "Green Training" efforts on environmental outcomes, employee engagement, and efficiency in educational institutions.

The study develops the following research aims and hypotheses considering the previously mentioned research question and research gap.

III. OBJETIVES

- "To investigate the relationship between Green HRM and Green Training".
- "To examine the impact of Green HRM and Green Training on environmental performance".
- "To find out the impact of Green HRM and Green Training on employee motivation and efficiency in the education sector".

IV. HYPOTHESIS

H1: "There is a positive relationship between the implementation of Green HRM practices and the provision of Green Training within the education sector".

H2: "The adoption of Green HRM practices and the provision of Green Training positively influence environmental performance within the education sector".

H3: "Green HRM practices and Green Training positively impacts employee motivation and efficiency in the education sector".

V. METHODOLOGY

The study used a purposive sample strategy to specifically choose participants from the target group of teachers and professors in India. "Purposive sampling enables the intentional selection of individuals who possess certain features or experiences that are relevant to the study aims". In this scenario, instructors and professors are selected because they have crucial responsibilities in educational institutions and are directly engaged in implementing and participating in Green HRM practices and Green Training efforts. The sample size of 280 individuals has been established to provide sufficient representation across different educational institutions and regions in India.

The data gathering for the study is carried out using primary sources. A systematic questionnaire is designed based on the study goals and pertinent literature on Green HRM, Green Training, environmental performance, and employee engagement and efficiency. The questionnaire is distributed electronically using email and online survey platforms to guarantee accessibility and engage a varied group of participants from various educational institutions in India. In addition, a group of participants may do follow-up interviews to further investigate and confirm the conclusions acquired from the questionnaire replies. In general, the data obtained from this methodology gives an extensive understanding of how Green HRM and Green Training affect environmental performance, as well as the motivation and efficiency of employees in the education sector in India.

VI. RESULTS AND FINDINGS

a. Demographic Profile

Table 1: Demographic Characteristics.

S. No	Demographic Characteristics	Category	N	%
1	Gender	Male	151	53.9%
		Female	129	46.1%
2	Age	18-25 Years	81	28.9%
		26-35 Years	73	26.1%
		36-45 Years	71	25.4%
		More than 45 Years	55	19.6%
3	Educational Qualification	High School	61	21.8%
		Bachelor's degree	103	36.8%
		Master's degree	94	33.6%
		Others	22	79.0%
4	Job Position	Teacher	74	26.4%
		Administrator	78	27.9%
		Support staff	72	25.7%
		Other	56	20.0%
5	Years of Experience in the Education Sector	Less than 1 year	59	21.1%
		1-5 years	82	29.3%
		6-10 years	78	27.9%
		More than 10 years	61	21.8%
6	Have you received any prior training on environmental sustainability?	Yes	147	52.5%
		No	133	47.5%

Fuente: Elaboración propia.

Table 1 presents demographic characteristics of the surveyed population across various categories. The gender distribution indicates that males constitute 53.9% (151 respondents) and females comprise 46.1% (129 respondents) of the sample. Regarding age, the majority falls within the 26-35 years, comprising 26.1% (73 respondents), followed closely by the 36-45 years category at 25.4% (71 respondents). Educational qualification reveals that bachelor’s degree holders constitute the largest group with 36.8% (103 respondents), followed by master’s degree holders at 33.6% (94 respondents). In terms of job position, administrators are the most prevalent at 27.9% (78 respondents), closely followed by teachers at 26.4% (74 respondents). Experience in the education sector is evenly distributed, with 1-5 years of experience being the most common at 29.3% (82 respondents). Regarding prior training on environmental sustainability, 52.5% (147 respondents) have received training, while 47.5% (133 respondents) have not.

b. Hypothesis Testing

H1: “There is a positive relationship between the implementation of Green HRM practices and the provision of Green Training within the education sector”.

Table 2: Correlations.

Hypothesis	Correlations			Hypotheses Supported
		Pearson Correlation (r)	Sig value	
H1	Green HRM practices ó Green Training within the education sector	.142	0.018	supported
**. Correlation is significant at the 0.01 level (2-tailed).				

Fuete: Elaboración propia.

“Pearson correlation of Implementation of Green HRM practices and Green Training within the education sector was found to be positive and statistically significant (r = .142, p < 01). Hence, H1 was supported”. This shows that an increase in Green HRM practices would lead to higher effective Green Training within the education sector.

H2: “The adoption of Green HRM practices and the provision of Green Training positively influence environmental performance within the Education sector”.

Table 3: Regression.

Hypothesis	Regression Weights	Beta Coefficient	R	R2	F	t-value	p-value	Hypotheses Supported
H2	Adoption of Green HRM Practices → Environmental Performance	0.137	0.152	0.023	3.264	2.315	0.021	Supported
	Green Training → Environmental Performance	0.121				2.046	0.042	

Fuente: Elaboración propia.

The hypothesis investigates whether Adoption of Green HRM practices and Green Training have an influence on Environment performance. “To test hypothesis H2, the dependent variable Environment performance was regressed on the predictive variables Green HRM practices and Green Training. F = 3.264, p < 0.05, indicating that Green HRM practices and Green Training play a significant role in enhancing the Environment performance, (b = 0.137, and 0.121, p < .005).” These findings clearly demonstrate the favorable impact of “Green HRM practices”

A study on the impact of green HRM and green training on environmental performance and green employee motivation and efficiency in education sector and “Green Training” have an influence on Environment performance. “Furthermore, the R2 =.023 indicates that the model accounts for 2.3% of the variation in Environmental performance”.

H3: “Green HRM practices and Green Training positively impacts employee motivation and efficiency in the education sector”.

Table 4: Regression.

Hypothesis	Regression	Beta Coefficient	R	R2	F	t-value	p-value	Hypotheses Supported
H3	Green HRM Practices → Employee Motivation and Efficiency	.123	.179	.032	4.588	2.072	0.039	Supported
	Green Training → Employee Motivation and Efficiency	.129				2.190	0.029	

Fuente: Elaboración propia.

The hypothesis investigates whether Green HRM practices and Green Training have an influence on Employee motivation and efficiency. “To test hypothesis H3, the dependent variable Employee motivation and efficiency was regressed on the predictive variables Green HRM practices and Green Training. F = 4.588, p < 0.05, indicating that Green HRM practices and Green Training play a significant role in enhancing the Employee motivation and efficiency, (b = 0.123, and 0.129, p < .005)”. These findings clearly demonstrate the favorable impact of “Green HRM practices” and “Green Training” have an influence on Environment motivation and efficiency. “Furthermore, the R2 =.032 indicates that the model accounts for 3.2% of the variation in Environmental motivation and efficiency”.

VII. CONCLUSION

The purpose of the study is to examine the educational sector in India from an environmental performance, employee motivation, and efficiency perspective as it relates to “green HRM practices” and “green training”. Key conclusions have been drawn from a study of data obtained from 280 academics and instructors. First, there is evidence that backs up the idea that green HRM practices and green training go hand in hand in the education sector. This suggests that schools with a focus on green HRM practices are more inclined to provide green training programs, encouraging a sustainable mindset in the workforce.

The study gives credibility to the idea that green HRM practices and green training may improve educational institutions' environmental performance. Green HRM practices and Green Training programs increase the likelihood that educational institutions are going to show better environmental performance, such as lower energy usage, waste output, and carbon emissions. This provides further evidence that sustainability programs pushed by Green HRM and Green Training may help schools achieve their environmental sustainability targets.

The findings strengthen the notion that green HRM procedures and green training enhance worker efficiency and motivation in the education sector. Teachers and professors who take part in Green Training programs and are exposed to Green HRM practices report being more motivated and productive at work because they feel empowered to support their institutions' attempts to be environmentally sustainable. This emphasizes how crucial it is to include sustainability efforts in professional development plans and HRM strategies in order to improve worker engagement and output.

In summary, the study underscores the significance of integrating “Green HRM practices” and Green Training programs into the education sector to promote environmental sustainability and enhance employee motivation and efficiency. The findings of the study contribute to the growing body of literature on sustainable HRM practices and provide practical implications for educational policymakers and practitioners seeking to create greener and more sustainable learning environments. Moving forward, further study is warranted to explore the long-term impacts of “Green HRM” and “Green Training” initiatives on “environmental performance” and employee outcomes in educational institutions.

VIII. REFERENCES

- [1] P. Hawken, A. B. Lovins, and L. H. Lovins, "Natural capitalism: The next industrial revolution," Routledge, 2013.
- [2] J. Elkington, "25 years ago I coined the phrase 'triple bottom line.' Here's why it's time to rethink it," *Harvard Business Review*, vol. 25, Jun. 2018, pp. 2-5. [Online]. Available: <https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line-heres-why-im-giving-up-on-it>. Accessed: May. 14, 2024.
- [3] S. A. Peerzadah, S. Mufti, and N. A. Nazir, "Green human resource management: a review," *International Journal of Enhanced Research in Management & Computer Applications*, vol. 7, no. 3, pp. 790-795, 2018.
- [4] L. Suharti and A. Sugiarto, "A qualitative study of Green HRM practices and their benefits in the organization: An Indonesian company experience," *Business: Theory and Practice*, vol. 21, no. 1, pp. 200-211, 2020.
- [5] P. Likhitar and P. Verma, "Impact of green HRM practices on organization sustainability and employee retention," *International Journal for Innovative Research in Multidisciplinary Field*, vol. 3, no. 5, pp. 152-157, 2017.
- [6] N. F. El Dessouky and H. O. Alquaiti, "Impact of green human resource management (GHRM) practices on organizational performance," in *2020 Second International Sustainability and Resilience Conference: Technology and Innovation in Building Designs*, Nov. 2020, pp. 1-4. doi: [10.1109/IEEECONF51154.2020.9319956](https://doi.org/10.1109/IEEECONF51154.2020.9319956).
- [7] T. Obaid, "The impact of green recruitment, green training and green learning on the firm performance: conceptual paper," *International Journal of Applied Research*, vol. 1, no. 12, pp. 951-953, 2015.
- [8] K. M. Mwita and S. M. Kinemo, "The role of green recruitment and selection on performance of processing industries in Tanzania: A case of Tanzania tobacco processors limited (TTPPL)," *International Journal of Human Resource Studies*, vol. 8, no. 4, pp. 35-46, 2018.
- [9] R. Van Hock and I. Erasmus, "From reversed logistics to green supply chains," *Logistics Solutions*, vol. 2, no. 1, pp. 28-33, 2000.

- [10] C. M. Afzal, S. N. Khan, F. J. Baig, and M. U. Ashraf, "Impact of green human resource management on environmental performance: the mediating role of green innovation and environmental strategy in Pakistan," *Review of Applied Management and Social Sciences*, vol. 6, no. 2, pp. 227-242, 2023. doi: [10.47067/ramss.v6i2.311](https://doi.org/10.47067/ramss.v6i2.311).
- [11] H. H. Weng, J. S. Chen, and P. C. Chen, "Effects of green innovation on environmental and corporate performance: A stakeholder perspective," *Sustainability*, vol. 7, no. 5, pp. 4997-5026, 2015. doi: [10.3390/su7054997](https://doi.org/10.3390/su7054997).
- [12] R. Dubey, A. Gunasekaran, T. Papadopoulos, and S. J. Childe, "Green supply chain management enablers: Mixed methods research," *Sustainable Production and Consumption*, vol. 4, pp. 72-88, 2015. doi: [10.1016/j.spc.2015.07.001](https://doi.org/10.1016/j.spc.2015.07.001).
- [13] S. H. Bhatti, F. Saleem, G. Murtaza, and T. U. Haq, "Exploring the impact of green human resource management on environmental performance: the roles of perceived organizational support and innovative environmental behavior," *International Journal of Manpower*, vol. 43, no. 3, pp. 742-762, 2022.
- [14] C. Mafini and N. Dlodlo, "The linkage between work-related factors, employee satisfaction and organisational commitment: Insights from public health professionals," *SA Journal of Human Resource Management*, vol. 12, no. 1, pp. 12, 2014.
- [15] S. Hina, D. D. P. Selvam, and P. B. Lowry, "Institutional governance and protection motivation: Theoretical insights into shaping employees' security compliance behavior in higher education institutions in the developing world," *Computers & Security*, vol. 87, p. 101594, 2019.
- [16] R. A. Shareef and T. Atan, "The influence of ethical leadership on academic employees' organizational citizenship behavior and turnover intention: Mediating role of intrinsic motivation," *Management Decision*, vol. 57, no. 3, pp. 583-605, 2019.
- [17] J. A. Coyle-Shapiro and P. C. Morrow, "The role of individual differences in employee adoption of TQM orientation," *Journal of Vocational Behavior*, vol. 62, no. 2, pp. 320-340, 2003.
- [18] C. J. C. Jose Chiappetta Jabbour, "How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study," *Industrial and Commercial Training*, vol. 43, no. 2, pp. 98-105, 2011.
- [19] D. Renwick, T. Redman, and S. Maguire, "Green HRM: A review, process model, and research agenda," *University of Sheffield Management School Discussion Paper*, vol. 1, no. 1, pp. 1-46, 2008.
- [20] C. J. C. Jabbour, F. C. A. Santos, and M. S. Nagano, "Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil," *The International Journal of Human Resource Management*, vol. 21, no. 7, pp. 1049-1089, 2010.
- [21] R. K. Mishra, S. Sarkar, and J. Kiranmai, "Green HRM: innovative approach in Indian public enterprises," *World Review of Science, Technology and Sustainable Development*, vol. 11, no. 1, pp. 26-42, 2014.
- [22] R. Kramar, "Beyond strategic human resource management: is sustainable human resource management the next approach?," *The International Journal of Human Resource Management*, vol. 25, no. 8, pp. 1069-1089, 2014. doi: [10.1080/09585192.2013.816863](https://doi.org/10.1080/09585192.2013.816863).
- [23] M. Aboramadan, "The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement," *International Journal of Organizational Analysis*, vol. 30, no. 1, pp. 7-23, 2022.
- [24] B. B. Saeed et al., "Promoting employee's proenvironmental behavior through green human resource management practices," *Corporate Social Responsibility and Environmental Management*, vol. 26, no. 2, pp. 424-438, 2019. doi: [10.1002/csr.1768](https://doi.org/10.1002/csr.1768).
- [25] H. A. Masri and A. A. Jaaron, "Assessing green human resources management practices in Palestinian manufacturing context: An empirical study," *Journal of Cleaner Production*, vol. 143, pp. 474-489, 2017. doi: [10.1016/j.jclepro.2016.12.037](https://doi.org/10.1016/j.jclepro.2016.12.037).
- [26] G. Tang et al., "High-performance work system and employee creativity: The roles of perceived organisational support and devolved management," *Personnel Review*, vol. 46, no. 7, pp. 1318-1334, 2017.
- [27] D. W. Renwick, T. Redman, and S. Maguire, "Green human resource management: A review and research agenda," *International Journal of Management Reviews*, vol. 15, no. 1, pp. 1-14, 2013. doi: [10.1111/j.1468-2370.2011.00328.x](https://doi.org/10.1111/j.1468-2370.2011.00328.x).
- [28] M. Shah, "Green human resource management: Development of a valid measurement scale," *Business Strategy and the Environment*, vol. 28, no. 5, pp. 771-785, 2019. doi: [10.1002/bse.2280](https://doi.org/10.1002/bse.2280).
- [29] L. D. Zibarras and P. Coan, "HRM practices used to promote pro-environmental behavior: a UK survey," *The International Journal of Human Resource Management*, vol. 26, no. 16, pp. 2121-2142, 2015. doi: [10.1080/09585192.2014.972429](https://doi.org/10.1080/09585192.2014.972429).
- [30] Q. A. Nisar et al., "Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior," *Journal of Cleaner Production*, vol. 311, p. 127504, 2021. doi: [10.1016/j.jclepro.2021.127504](https://doi.org/10.1016/j.jclepro.2021.127504).
- [31] T. A. Norton, S. L. Parker, H. Zacher, and N. M. Ashkanasy, "Employee green behavior: A theoretical framework, multilevel review, and future research agenda," *Organization & Environment*, vol. 28, no. 1, pp. 103-125, 2015.
- [32] V. Blok, R. Wesselink, O. Studynka, and R. Kemp, "Encouraging sustainability in the workplace: A survey on the pro-environmental behaviour of university employees," *Journal of Cleaner Production*, vol. 106, pp. 55-67, 2015. doi: [10.1016/j.jclepro.2014.09.078](https://doi.org/10.1016/j.jclepro.2014.09.078).
- [33] E. Lamm, J. Tosti-Kharas, and E. G. Williams, "Read this article, but don't print it: Organizational citizenship behavior toward the environment," *Group & Organization Management*, vol. 38, no. 2, pp. 163-197, 2013.
- [34] D. B. Zoogah, "The dynamics of Green HRM behaviors: A cognitive social information processing approach," *German Journal of Human Resource Management*, vol. 25, no. 2, pp. 117-139, 2011.
- [35] S. H. Appelbaum and J. Gallagher, "The competitive advantage of organizational learning," *Journal of Workplace Learning*, vol. 12, no. 2, pp. 40-56, 2000.
- [36] M. Pinzone, M. Guerci, E. Lettieri, and D. Huisingh, "Effects of 'green' training on pro-environmental behaviors and job satisfaction: Evidence from the Italian healthcare sector," *Journal of Cleaner Production*, vol. 226, pp. 221-232, 2019. doi: [10.1016/j.jclepro.2019.04.070](https://doi.org/10.1016/j.jclepro.2019.04.070).
- [37] F. G. Gilal et al., "Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model," *Corporate Social Responsibility and Environmental Management*, vol. 26, no. 6, pp. 1579-1590, 2019. doi: [10.1002/csr.1784](https://doi.org/10.1002/csr.1784).
- [38] J. Cincera and J. Krajhanzl, "Eco-Schools: what factors influence pupils' action competence for pro-environmental behaviour?," *Journal of Cleaner Production*, vol. 61, pp. 117-121, 2013. doi: [10.1016/j.jclepro.2013.07.008](https://doi.org/10.1016/j.jclepro.2013.07.008).
- [39] N. T. Pham, T. V. Thanh, Z. Tučková, and V. T. N. Thuy, "The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis," *International Journal of Hospitality Management*, vol. 88, p. 102392, 2020. doi: [10.1016/j.ijhm.2020.102392](https://doi.org/10.1016/j.ijhm.2020.102392).
- [40] J. Dumont, J. Shen, and X. Deng, "Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values," *Human Resource Management*, vol. 56, no. 4, pp. 613-627, 2017. doi: [10.1002/hrm.21813](https://doi.org/10.1002/hrm.21813).