

Green Human Resource Practices and Organizational Performance at Saudi Arabia ممارسات الموارد البشرية الخضراء والأداء التنظيمي في المملكة العربية السعودية

Dr.Mahmoud Mohammad Al-Ajlouni
Associate Professor of Human Resources
Management, Faculty of
Business Administration,
Northern Border University

الملخص:

تم اعتماد أنظمة الإدارة الاجتماعية البيئية على نطاق واسع في معظم المنظمات في الوقت الحالي، وقد أدى ذلك إلى أهمية تحديد ممارسات إدارة الموارد البشرية ذات الصلة، وتشكل المنظمة من مجموعة من الموارد البشرية والمادية والتنظيمية التي تمتلك قيمة وتعمل كمصدر أساسي للميزة التنافسية المستدامة للمنظمة التي تحقق الأداء الأمثل المستدام.

في هذا الصدد، تعمل ممارسات إدارة الموارد البشرية الخضراء على تعزيز القدرة التنافسية للمنظمة والحفاظ على توافق استراتيجيات العمل مع البيئة. وبالمثل تعمل هذه الممارسات أيضًا على تعزيز الوعي بالبيئة لضمان الاستدامة التامة للأنظمة البيئية الدولية، مما يؤثر على استدامة الأعمال.

وأصبحت المنظمات مهتمة بشكل متزايد بالبيئة والاستدامة، وهو ما يفسر أسباب اعتبار ممارسات إدارة الموارد البشرية الخضراء ورأس المال الفكري الأخضر كعناصر رئيسية للأعمال التجارية المستدامة، على أساس وجهة النظر القائمة على الموارد البشرية والرؤية القائمة على رأس المال الفكري، استهدفت الدراسة الحالية

تحديد العلاقة بين ممارسات إدارة الموارد البشرية الخضراء والأداء التنظيمي في دراسة حالة ركزت على موظفي جامعة الحدود الشمالية في المملكة العربية السعودية، حيث تكونت عينة الدراسة من ١٠٠ موظف وزعت عليهم استبانة لجمع البيانات الأولية. وقد اعتمدت الدراسة على منهج الدراسة الوصفي والكمي، وتوصلت الدراسة إلى وجود علاقة ذات دلالة إحصائية بين ممارسات إدارة الموارد البشرية الخضراء والأداء التنظيمي بالجهة محل الدراسة، كما أظهرت النتائج افتقار الجامعة إلى رؤية واضحة حول اختيار الموظفين عند ملء الوظائف الشاغرة بالشكل الذي يراعي حماية البيئة، كما كانت عملية التدريب منفصلة تماماً عن البعد البيئي.

الكلمات المفتاحية:

إدارة الموارد البشرية الخضراء، رأس المال الفكري الأخضر، إدارة الموارد البشرية، الموارد التنظيمية، الأداء، الأداء التنظيمي، البيئة الدولية، ممارسة إدارة الموارد البشرية الخضراء، التنظيم، والإدارة الخضراء.

1.0 Abstract

In the present corporate sector, environmental social management systems have been extensively adopted and this has led to the importance of the identification of relevant human resource management practices. An organization refers to a collection of humans, physical and organizational resources that possess value, cannot be imitated and function as the primary source of sustainable competitive advantage of the organization that facilitates sustainable optimum performance. In this regard, green human resource management (GHRM) practices boost the competitiveness of the firm and maintain the business strategies alignment with the environment. Similarly, such practices also promote awareness of the environment ensuring the strict sustainability of international environmental regulations, which influences the sustainability of business. Moreover, organizations are becoming increasingly concerned with environmentalism and sustainability, which explains why

GHRM practices and green intellectual capital have become major elements of sustainable businesses. On the basis of the Resource-based view and Intellectual Capital-based view, the present study identified the relationship between GHRM practices and organizational performance in a case study focused on the Northern Border University employees in Saudi Arabia. The study sample comprised of 100 employees, to which questionnaire copies were distributed to for primary data collection. The study adopted a descriptive and quantitative study approach and based on the results, there is statistically significant relationship between GHRM practices and the performance of organization.

Keywords: Green Human Resource Management, Green Intellectual Capital, Human Resource Management , Organizational Resources, performance, Organizational Performance , International Environment, Green Human Resource Management Practice, Organization, and Green Management .

1.1 Introduction

In the present corporate sector, environmental social management systems have been extensively used and as such, HRM practices relevant to the management of systems have taken the limelight. A proactive method is required for global environmental management (EM) as globally, environmentalism has taken center stage stemming from agreements to resolve and mitigate climate change to those combating poverty and unemployment rate that are attributed from high-profile industrial reforms. The debate surrounding green management principles effective implementation in organizations has resulted in the investigation of how largely distinct literature of EM can be integrated into HRM practices. And throughout the years, researchers are of the consensus that HRM practices enable the enhancement and sustainability of organizational behavior (Amrutha & Geetha, 2021).

Added to the above, there is a need for enhanced EM proactiveness and dissemination throughout the globe. The scholars of management systems, with the inclusion of human resources (HR), marketing and others responded by analyzing the way managerial practices can positively contribute to the environment. Specifically, in the HR context, Afedzie (2021) related that HR managers are in the right position to play a key role in assisting the goals achievement of their organizations through the adoption of environmentally friendly practices – those that mitigate negative effects and enhances positive effects on the environment. In relation to this, HR professionals are in the position of authority to achieve the social responsibility objectives in their organizations in light of corporate social responsibility (CSR) and EM, which ultimately results in enhanced organizational performance (Al-Zubaidi & Hamzah, 2021). Firms are thus striving to oversee their employee relationships in an environmentally responsible manner in a way that adheres to the strict guidelines. Understanding employee engagement is not just mandated by HR but the latter also has to conduct ideas communication and implementation and to change the culture and behavior within the organization for a complete transformation.

1.2 Green, Go Green and Green Management

In people management in HR, the term green has been interpreted into different meanings, among which are as follows;

1. Preservation of the natural environment – such environment is the entire things existing in the world that human beings do not cause or control, including land, forests, plants, animals and other natural events.
2. Conservation of the natural environment – natural environment usage should be done with care to ensure sustainable resources. In other words, the natural resources in the environment should be used at the least level in order for future generations to also make use of it.

3. Avoidance or minimization of environmental pollution – this can be realized through the prevention of unpleasant and poisonous substances and wastes from permeating the environment (water, air and atmosphere).
4. Generation of gardens and natural looking areas – this involves the construction of parks and places laden with trees, plants and grasses.

1.3 Importance of GHRM

Why GHRM?

In GHRM, the main objective is to undertake environment-friendly HR initiatives for the promotion of sustainable practices and increased commitments of employees coupled with corporate sustainability. It entails decreasing costs and increasing engagement and retention of employees, which would at the same time, assist organizations in mitigating employee carbon footprints. It covers several different practices, with the inclusion of electronic filing, car-sharing, job sharing, recycling, virtual.

As a consequence of the destructive nature of the activities of the organization to the environment (Ansari, 2021), issues of environmental sustainability have come up all over the globe. According to Anwar et al. (2020), environmental issues have become among the significant and complex issues that managers face in the 21st century, and these come in the form of climate change, depletion of resources and reduced integrity of biodiversity and ecosystem. Thus, organizations hold the responsibility for this degradation in the environment (Yusliza et al., 2019; Yong et al., 2019), with governments and organizations misusing and abusing natural resources to generate goods and services demanded by the public whose sole aim is to improve their standards of living. On a positive note, some governments, individuals and organizations, like environmentalists and nature lovers have been currently focusing on the preservation and conservation of the environment through the mitigation of environmental pollution.

Increased focus on the issue has been promoted among governors, organizational owners, managerial employees, customers and scholars.

It is also pertinent for organizations to conduct cleanliness and waste management campaigns in the workplace and the general public to promote green awareness. The understanding of the meaning behind green underlines the significance of GHRM and thus, the following reasons are listed as requirements of going green;

1. To stave off or mitigate the occurrence of global warming.
2. To stay clear of natural disasters or mitigate their occurrence.
3. To prevent health diseases stemming from pollution or to minimize them.
4. To prevent harm to animals and other living creatures.
5. To create and maintain balanced relationships between life and environment.
6. To create and maintain the human survival and the survival of businesses.

CSR refers to the managerial obligation to adopt activities geared towards the protection and enhancement of societal welfare and the welfare of the organization. CSR has four major objectives;

1. The natural resources of the organization are generally in the form of materials, people and water from the environment and as such, the organization is responsible for giving back to the environment by ensuring its protection and enhancement.
2. Pollution often comes from organizations, spreading to the surrounding areas (air, land, and noise), endangering the future organizational members and their survival and as such, such pollution has to be curbed or stopped altogether through CSR activities.

3. The government and citizens' demand from organizations to undertake resource conservation for future generations and safeguard the present environmental conditions, wherein which living being's dwell.

4. CSR activities of the organization can lead to enhanced reputation as a good corporate citizen, which in turn, increase its appreciation and obtain the commitment and loyalty of customers and employees.

Through CSR, more qualified job applicants will be attracted to the organization and thus, GHRM is a must for the provision of environmentally friendly products and operations for managing corporate environment initiatives and overcome challenges (Yong et al., 2019).

Organizations that align their HRM practices with EM objectives will succeed in the corporate journey as evidenced by Ubeda-Garcia (2021). The authors further confirmed that the most evolved EM characteristics of ISO14001 certified Brazilian firms have a tendency to be related to their functional and competitive HRM dimensions. In other words, GHRM play a key role in searching for cutting-costs alternatives in the organizations to contribute to people management policies and activities.

1.4 Green HR Requirements

In order for the organization to achieve its environmental goals (going green), the requirements of Green HR have to be determined, with the question to be answered being, "What are the green HR requirements for greening or for corporate EM?" In answer to this question, the HR requirements can be divided into four major themes, which are green competencies, green attitude, green behaviors and green results. It is important for the employees to hold enough knowledge and skills in greening as without such knowledge and skills, greening may be challenging, if not impossible (Tang et al., 2018). In this regard, HRM has a proactive role in the development of cleaner technologies, and on the basis of environmental strategy, HRM

needs to enumerate the required competencies for ongoing improvement of the environmental performance of the organization (Singh et al., 2020). According to a related study by Shafaei (2020), environmental sustainability calls for the employees' behavioral change, with all organizational members at the entire levels requiring the display of positive change. Green behavior is the term used to describe a critical green HR requirement and one of its dimensions is green organizational citizenship behavior, described as the level of employee engagement in positive activities that assist green achievement. Such activities are not included in formal job requirements but they reflect voluntary green actions; some examples of green behavior are as follows;

- Reducing electricity and saving trees through the use of both sides of the paper when writing, printing or photo-copying;
- Drinking natural water as opposed to refrigerated water to reduce the consumption of electricity;
- Using natural light in the workplace to reduce electricity;
- Working with the least number of light bulbs turned on;
- Walking or taking public transport (bus/train) when going to and from work to mitigate the consumption of fuel and air pollution;
- Shutting down computers when not in use, rather than putting them into hibernation to reduce electricity and air pollution;
- Decorating the working cubicles with plants for absorption of pollution in the air;
- Purchasing organic foods for workplace get-togethers or parties;
- Reporting to authority about incidents of damage or harm to the environment when encountered;
- Re-using office items like jugs, cans, bottles and bags, as opposed to throwing it away after a single use.

The dimension of green behavior known as green official behavior refers to the level of the employee's engagement in official duties designated by management when it comes to greening. This is mandated and official requirement to be achieved by the employee and these may cover specific procedures to adhere to in order to minimize and remove waste. Green outcome is the level to which the employee generates green activities results and it has two major dimensions, namely green innovation and green outcomes. Green innovation comprises of new environmental initiatives and new solutions for reducing waste and pollution (Tang et al., 2018), whereas green outcomes encapsulate the working hours using natural light or the least number of electricity bulbs, the amount of lowered consumption of electricity, and level of waste inputs, as well as, the level of achieving distinct environmental performance objectives.

1.5 GHRM Practices

The green concept is related with loving nature, being friendly to the environment and being active in preserving the environment. GHRM stems from the use of HRM policies that boost sustainable use of resources in the organizations and promoting the environmental preservation cause. This type of management has key role in promoting the morale of employees and their satisfaction (Saeed, 2019). According to Renwick et al. (2008), corporate EM's integration into HRM is referred to as GHRM, and it can be described as the implementation of human resource management practices to motivate the optimal resources usage in the organization while enhancing the protection and preservation of the environment. Moreover, GHRM, based on Ren and Jackson's (2018) study consists of policies, practices and systems that urge employees to go green in order to provide advantages to individuals, the environment, society and business. Under GHRM, there are several HR practices including recruitment and selection, appraisal of performance, compensation and training – all towards

developing a workforce that is green behavior conscious and adaptive within the organization. GHRM is also integrated in the entire HRM dimensions of recruitment, training, compensation plan and performance evaluation systems.

To begin with, green recruitment reflects an innovative idea that realizes long-term partnership with the organizations striving towards environmental sustainability. Among the green recruitment's top requirements is to confine travel and other environmental effects, being paperless in all the phases, opting for the use of online channels (via the Internet) when interviewing, using SMS and e-mail – this is later reflected in the reduced environmental pollution stemming from travel emissions and pollutions (Pham et al., 2019). Additionally, green recruitment involves the selection of new workers that known supportable procedures in a natural framework and is familiar with the preservation and practical solutions expressions. Green activities generally include video use or online use for interviews to lessen traveling [9]. Green recruitment and selection according to Pavitra Mishra (2017, cited by Maaitah et al., 2021) and they are; 1) Using eco-friendly hiring methods like online tools, limited use of paper during recruitment and selection and 2) Measuring green attitudes during selection, and opting to hire people who are inclined towards green practices and adhere to fundamental environmental-friendly activities (e.g., recycling, less printing and energy conservation).

In a related study, Mousa and Othman (2020) related that green training is a must to boost the capacity of the employees to work with suppliers and customers and despite the fact that training can also increase their commitment level, providing training does not necessarily motivate and urge employees into participating in environmental cooperation. Trained employees can be convinced through encouragement, appraisal of performance and their ease of perception and experience of involvement.

Third, green compensation is viewed to be a fundamental HRM practice, wherein the employees are compensated or rewarded for their positive performance. These practices are the most powerful means linking the employees' interests to those of the institution and they are crucial in supporting the EM systems and also product development and innovation with the least impact on the environment (Labella-Fernandez, 2021). In this regard, compensation should be focused on providing reward to those employees who gain green skills and achievements and such rewards may take the form of monetary compensation or non-monetary compensation. Also, rewards can be granted for contributing to EM, and they may take the form of increased salary, monetary incentives and rewards (monetary), full-time, special leave and gifts for the employees and their families (non-monetary).

With regards to the green rewards, these may include privileges to use workplace and lifestyle benefits (e.g., carbon credit offsets to free bicycles, people's engagement in green agenda) all the while ensuring the recognition of their contributions (Kim et al., 2019). Several HRM practices like top management support, environmental training, employee empowerment, teamwork and rewards at top drivers of environmental performance. Authors who dedicated their work this topic indicate that GHRM conceptualization value as a set of HRM practices consist of green abilities development, motivation of employees towards greening and paving the way for green opportunities. In some studies, training and rewards were evidenced to enhance environmental performance through the empowerment and teamwork of workers. Gill (2021) contended that employees may be motivated through non-financial rewards, via green pay, recognition and praise. In other words, incentives and rewards may work more effectively in aligning the performance of employees with that of the firm compared to other HRM system practices. Nevertheless, majority of researchers are of the consensus that monetary combined with non-monetary rewards are the most effective in promoting

employees' motivation. More specifically, non-monetary rewards should be provided with its monetary counterpart and this could be in the form of green travel benefits, green tax and recognition of being green (Bombiak & Marciniuk-Kluska, 2018).

The last dimension is green performance and in relation to this, the Green Human Resources Department is inclined towards motivating employees to align their outputs with that of the institution's regarding the environment. The evaluation process includes environmental considerations and goals and because environmental performance of workers is assessed, it is incumbent upon them to meet the responsibilities. In the U.S., many performance appraisal systems have included environmental standards into the evaluation process and this is possible through the facilitation of a learning culture concerning EM, the use of environmental performance standards and green information systems development. Assessing environmental performance facilitates management decisions about the environmental performance of the institution, and this entails indicators selection, data collection and analysis, and information evaluation based on the measure of performance, reports preparation and information communication.

More importantly, organizational and institutional performance is a significant variable displaying the performance outcome of individuals and the entity – such premise has resulted in most researchers and writers' definitions of the concept. Organizational performance refers to the outputs or goals that the system is expected to achieve. The concept is a reflection of goals and the method required to achieve such goals, linking the activity aspects to those of the goals and the activities to be conducted for their achievement. The factors that are crucial to performance evaluation need identification at this time more than ever.

In business entities as with general ones, improving performance is a continuous process that involves the measurement of performance at the operational and service level and the

identification of developments that can contribute to improved performance. The performance improvement process dimensions are of three types and they are described as follows by Anwar et al. (2020);

1. Human dimension- this dimension is linked to employees and stakeholders of the organization and the need for the entity to meet their needs and satisfy them.
2. Organizational dimension – this relates to the development of the aspects of organization, including structure, responsibilities and powers, leadership styles determination, supervision scope, incentives reformation, wages and work used technologies.
3. Environmental dimension – this dimension calls for the creation of various environmental conditions surrounding the organization in order to enhance its performance (e.g., organizational reform, value development and culture framework development for individuals and social responsibilities). The performance level of the organization can be gauged using different methods; financial profits, continuity and permanence. Another way to evaluate performance is through the determination of the complementarity between the organization and the environment within which it operates. The methods are all built on four major conditions for achieving optimum performance.
 - a) Sustainability – organizational stability and growth that are achievable through quality goods and services and protection of financial resources (Ansari et al., 2021).
 - b) Efficiency of operations – properly using the operating methods and financing management that are assessed using resource economics, productivity and profitability.

- c) Organizational legitimacy – this the environment element of performance that refers to the status of the organization in the environment based on the external groups' evaluation of it (e.g., society, government and other relevant groups). This can be measured based on the following criteria; compliance with regulations, social responsibility and environmental responsibility.
- d) Employee entitlement – this is represented by the employees of the organization and is evaluated using five criteria; employee health and safety, employee commitment, organizational climate, competencies and employee performance.

1.6 RESEARCH DESIGN

1.6.1 Research Population and Methodology

The study sample comprised of 100 Northern Border University employees, from the same population of which 20 units were sampled for the pilot study to test the study tools validity and reliability. The sample was selected using complete census methodology with the number of valid questionnaires obtained being 70 questionnaires. The nature of hypotheses and variables are the basis of the selection of the suitable tool. Researchers prepare their measures based on the objectives and requirements of the study, in this case – GHRM elements and organizational performance. The study scale design and preparation were conducted using several phases – literature review of GHRM, organizational performance and the study subject. Scale collection and definition, the standard expressions were formulated based on the study sample, tweaking and rectifying where necessary.

The scale validity and reliability were also confirmed. The first dimension in the questionnaire is the GHRM, consisting of 24 paragraphs and four sub-fields namely green recruitment, green training, green compensation and green performance. This is followed by the second dimension which is organizational performance and the items were developed based on literature

review and they form nine paragraphs. Validity was confirmed through the assistance of a group of HRM and organizational performance experts. The statements were revised and modified based on the experts' feedback prior to finalizing the questionnaire. The study employed statistical tools for analyzing data and testing the formulated hypotheses and they included reliability and correlation using Cronbach's Alpha Coefficient and Pearson Correlation analysis.

1.6.2 Validity and Reliability Assessment

The instrument's internal consistency and reliability was measured using Cronbach's alpha and the values obtained indicated that all dimensions were >0.5 . This shows that the instrument had high internal consistency (refer to Table 1).

Table 1: Coefficients of Cronbach's Alpha

Field	No. of paragraphs	Cronbach's alpha coefficient
GHRM	25	975
Organizational Performance	10	950
All fields	35	980

1.6.3 Data Analysis and Discussion of Results

The descriptive analysis of GHRM, as the independent variable was conducted to determine weighted average and items ranking and the results are presented in Table 2.

Table 2: Descriptive analysis for GHRM

NO.	Sub-Field	Mean	Dev.	Weight	Rank
1-	Green Recruitment	5.25	1.90	51.01%	5
2-	Green Training	5.50	2.10	55.10%	1
3-	Green	5.40	2.05	52.80%	3
4-	Green Performance	5.50	2.00	55%	2

Based on the above table (Table 2), the following relevant outcomes are evident;

1. The respondents were of the consensus that university practice green training with 55.10% of the HRM functions, ranking first as the major HRM function. It is clear from the result, that the university lacks interest in training employees to be environmentally aware.
2. Green performance obtained a 55% value, signifying that HR department has yet to extensively integrate environmental standards and indicators or green environmental performance in its performance assessment. The HR department of the university fails to put theory into practice with the administration lacking in its development of a set of rules relating to employee behavior relating to environmental protection.
3. Respondents indicated the lack of practice of green compensation owing to the impact of the general culture, where only a few care about the environment and can initiate its protection. Workers and university form part of the society and thus, without them initiating the promotion of environmental awareness promotion, practices to this effect will be almost impossible. Thus, the university administration has to change the employees' culture.
4. There is a general lack of practicing green recruitment in the Northern Border University. The steps of selecting employed do not consider environmental requirements for the vacant positions, and the university shows no interest towards the environmental aspect, and does not include duties and responsibilities of environmental protection in the job descriptions.

Moreover, based on Table 2, the following promising practices are notable;

1. The respondents are of the consensus that the Northern Boarder University uses computers for procedural and operational processes of departments;
2. The statement that was had the least agreement to was, “The University uses opinion poll results and a questionnaire to measure satisfaction in the process of improving performance”.
3. The respondents generally agreed that organizational performance participation is at satisfactory level and the administration is attempting to relate GHRM with environmental performance.
4. Follow-ups conducted in the university activities should that a strategic plan is being formulated to develop the university according to international standards, as a result of which, the university is expanding horizontally and vertically in the academic and administrative departments. The university is also establishing a quality department to oversee the workers’ satisfaction and needs.
5. The Northern Boarder University has appropriated human competencies to implement the strategic plan and to detect and treat prior failed plans. Pearson Correlation Coefficient was adopted to test the main hypotheses and sub-hypotheses.

The significance levels of the entire formulated hypotheses were lower than 0.05, indicating that the model has reliability when it comes to sample results. In particular, the main hypothesis result indicated Pearson correlation value of 0.591, with Sig. \leq 0.000. This shows significant relationship between GHRM practices and organizational performance of employees in Northern Boarder University. The analysis results evidenced the significant relationship between the two variables (GHRM as the independent variable and organizational performance as the dependent variable). The findings support H1, which states that

a significant relationship exists between GHRM and organizational performance of Northern Border University.

1.7 CONCLUSION

The reviewed relevant literature highlighted the importance of GHRM on organizational performance and evidenced a significant relationship between green environment and performance. The review also showed the need for more studies to examine GHRM in the context of the study. The obtained findings highlighted requirements and factors that should be kept into consideration. The statistical analysis results showed that Northern Border University lacks a clear vision about selection steps that consider environmental protection and preservation in filling the vacant positions. Training steps were also independent of the environmental dimension. Also, despite the fact that green compensation plans and rewards assist in enhancing the university's environmental activities and in eliminating routine activities, the entity lacks an environmental culture within. However, it is on the way to developing a distinct internal system to achieve the goals pertinent to sustaining a green environment.

Added to the above, Northern Border University generally computerizes the procedures and operations in its entire departments, with senior management striving to achieve a competitive status among its rivals. This study recommends more studies to be conducted concerning GHRM among universities and the perceptions of green practices among their employees. The job description and requirements established by the University should reflect its concerns with the environmental protection and preservation. GHRM should also design training in a way that it depends on the environmental dimension – making it a priority compared to other training types in the university. The university needs to place intent focus on

adopting activities that entail ongoing promotion of environmental awareness. Its compensation plans should concentrate on protecting the environment through payroll policy and incentives for those who achieve environmental goals and objectives. Lastly, the evaluation of environmental performance should be a part and parcel of the job evaluation, with the inclusion of EM goals into the evaluation model so that green goals and objectives can be highlighted. Evaluation through opinion polls and questionnaires should be continued for measuring the satisfaction and performance of the greening process.

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