



Green Human Resource Management Policies and the Performance of Manufacturing Companies in Enugu State

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This paper examined green human resource management policies and the performance of manufacturing companies in the Enugu state. The objectives include to: Determine the effect of green recruitment on efficiency and identifying the effect of green training and development on the effectiveness of Innoson Technical and Emenite Enugu. The study adopted the survey research method, the population of the study was 786 with a sample size of 265. The hypotheses were tested using the z-test statistical tool. The findings included that green recruitment has a significant positive effect on efficiency and green training and development has a significant positive effect on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state. The paper concluded that green human resource management has a significant positive effect on the performance of manufacturing companies and it was recommended that manufacturing firms should consider recruiting and training environmentally friendly employees.

ABSTRACT



Keywords: Green Human-Resource Management Policies; Organizational Performance; Manufacturing Companies

1. Introduction

The history of Green human resource management (GHRM) could be traced back to the book of Wehrmeyer in 1996 titled *Greening people: human resource and environmental management*, where GHRM was defined as the use of human resource management policies to promote the sustainable use of resources within organizations and more generally promote the causes of environment sustainability (Ahmed, 2018). Green human resource management is that aspect of human resource management that is concerned with shifting the attention of the employees to environmental matters to achieve the environmental goals of the organization. Green human resource management refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business” (Bansen & Roth, 2020).

Industrialization and globalization have resulted in the gradual wearing down of the environment leading to global warming. Hence, manufacturing firms must sensitize their employees on the need to protect the environment and abide by international standards. Furthermore, the United Nations have created awareness of the need to protect the environment by creating some agencies. Some of these agencies include United Nations Environmental Programme (UNEP), United Nations Economic and Social Council (ECOSCO), and Committee on food security and sustainable development.

There are many benefits to be derived from green human resource management, one of them includes building employees that will form the habit of reducing or minimizing waste disposal, conserving energy, and also are conscious of their actions on the environment. More so, an organization that adopts green human resource management builds a favorable corporate image. Other benefits include that green human resource management can help an organization to reduce its cost of electricity by using technologies that conserve energy, attract competitive employees, helps to improve the morale of employees, etc. Unfortunately, green human resources in business have been a major challenge all over the world coupled with the effect of climate change on our lives. It is based on this assertion that this study examined green human resource management and the performance of manufacturing companies in the Enugu state.

Statement of the Problem

The consequences of not observing green human resource management in manufacturing firms could lead to a decline in the efficiency of the firm. This is because there are serious health issues that may arise as a result of not abiding by green human resource management practices in the organization and this can make the employees not efficient in their work as the workers see their organization as not being environmentally friendly. More so, the decline in the effectiveness of the organization may be another result of not abiding by the green human resource management practices in manufacturing firms. Lack of commitment of the workers may also result in the absence of green human resource management practices in a manufacturing firm. It is based on these anomalies that this paper examined green human resource management policies and the performance of manufacturing companies in the Enugu state.

Objectives of the Study

The broad objective of the study is to examine green human resource management and the performance of manufacturing companies in the Enugu state. Specifically, the objectives include to:

1. Determine the effect of green recruitment on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.
2. Identify the effect of green training and development on the effectiveness of Innoson Technical and Industrial Company Limited.

Statement of Hypotheses

To realize the objectives of the study, the following alternate hypotheses were formulated to guide the study

1. Green recruitment has a significant positive effect on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.

2. Green training and development have a significant positive effect on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.

2. Literature Review

2.1 Conceptual Review

Green Human Resource Management

Green human resource management (GHRM) is the integration of environmental management with traditional human resource management (HRM) (Bombiak & Kluska, 2018). Green HRM is using HRM policies in order to promote sustainability. It can also be referred to as those policies and practices that can create a green workforce in order to benefit individuals, businesses, and the natural environment. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha, 2019).

GHRM is considered a broader framework of corporate social responsibility. Renwick (2018) originated a framework including HRM functions such as recruitment & selection, training & development, reward system, performance management system, and employee that are considered to be powerful tools for linking employees with organizational environmental strategy. Various researchers approved the significance of environmental training and communication, organizational learning, and the execution of environmental management programs (Sammalisto & Brorson, 2018; Triana & Ortolano, 2020).

The GHRM is a relatively new concept for academicians, professionals, and many other people who are not well aware of this concept. Sustainability and environmental issues are becoming critical factors in HRM practices, but there is less evidence in the form of literature and academic research. The HR practices must be aligned with environmental and sustainability issues in order to get a competitive edge and achieve the environmental sustainability of the organization (Ulrich, Brockbank, & Johnson, 2019). Human resource management practices are one of the main factors in achieving green organizational goals and sustainable performance. The overall HRM practices such as Training, selection, recruitment, and compensation are aligned to green practices (Cherian & Jacob, 2018).

Green performance can be achieved by ensuring a green process in HRM practices from the selection of green employees to compensation of green employees, thus organizational green performance can be delivered (Opatha & Arulrajah, 2019). The decisions and behavior of human resource executives is reflecting green HRM practices and organizational sustainability performance (Renwick, 2016). An environmental management system (EMS) is necessary for organizations to design and develop corporate environmental strategies and achieve environmental goals (Haden, 2019).

Green Recruitment

In the selection context, when making a selection for job vacancies some companies consider candidates' environmental concerns and interests as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies (Crosbie & Knight, 2015; Wehrmeyer, 2016; North, 2017; Revill, 2020).

Really, these are some of the good green selection practices any organization can adopt to select environmentally friendly people in addition to the normal selection criteria relating to the specific duties of the job concerned. In the context of HRM, recruitment denotes the aspect of requiring different potential candidates to apply for a particular open position in an organization while selection is the process of choosing the best qualified and suitable candidates that meet the necessary merits from the list of the job applicants. Traditionally, these processes only concentrated on the skills-set abilities of a potential candidate to drive performance. However, this has been re-coined in the recent GHRM context, whereby it refers to the systematic hiring process, which focuses on the significance of the environment in making it a central element within the particular organization (Ahmad, 2015; Deepika & Karpagam, 2016).

As such, the skills-set of the particularly qualified candidates goes beyond the basic organizational performance in their areas of performance and into their ability to have a basic understanding of the critical sustainability concepts such as recycling, and conservation, as well as the creation of more logical and greener world (Grolleau, Mzoughi, & Pekovic, 2017). Deepika and Karpagam (2016) assert that more organizations are now becoming aware that building a reputation as a green employer is one of the best strategies for increasingly attracting new talents. The searcher continues to highlight that recruitment and selection practices are central to ensuring effective environmental management. This is achieved by ensuring that the new recruits are made aware of and are familiar with an organization's aim of maintaining its environmental values.

Green Training and Development

This is another key element of GHRM, which make employees learn about environmental issues and link organizational practices to green practices. It makes them unable to use their work-related skills according to green standards (Bansal & Roth, 2020). These skills include mitigation of wastage (May & Flannery, 1995), and expertise in environmental protection and environmental literacy (Roy & Therin, 2018). Front-line employees are dealing with data management, and this training gives them managerial skills of waste management in their routine activities.

There exist a direct and significant relationship between training and development and organizational performance, due to the fact that this training and development develops the skills and knowledge of the employee, which can be translated to achieve organizational goals and to achieve its sustainable performance. Skill development along with exploratory learning leads to innovations in an organization (Zakaria, 2017). Renwick (2018) recommended some suggestions for training for the development of employees and making them green. These training programs include green analysis of the workplace, job rotations for potential green managers within the organization, environmental management training, and programs, training on recycling, waste management, energy efficiency and safety, and training of frictionally unemployed people.

Several authors have argued that environmental-related training for employees improves their individual environmental performance (Jabbour & Santos, 2018; Renwick, 2018; Ahmad, 2019). This has to happen through positive attitude changes among the employees towards environmental protection and management-related aspects. In this context, the environmental attitude of an employee is defined as the employee's feelings, beliefs, and intension of the employee to participate in the environmental initiatives of the organization in order to achieve the environmental goals of the organization.

Environmental training is an important aspect of the implementation process of the environmental management system within the organization (Delmas & Pekovic, 2018). Accordingly, environmental training concerns a systematic process that gives employees the knowledge, attitudes, and skills to meet the environmental management goals set by senior management (Daily, 2017). Renwick (2018) has indicated that environmental training provides environmental knowledge and attitudes of employees which improve the environmental performance of the employee. Environmental training and education create a culture in the organization in which employees feel accountable for environmental outcomes and impacts (Ramus, 2002). Training improves the employee's awareness of the organization's environmental goals (Jackson, 2020). Aragon-Correa (2015) has argued that environmental training is associated with the environmental position of a particular organization. Accordingly, environmental training improves employee attitudes positively toward an organization's environmental management initiatives such as prevention of pollution and waste management, and many more (Florida, 2016; Hart & Ahuja, 2016).

2.2 Theoretical Framework

This paper adopted the ability, motivation, and opportunities (AMO) theory and Resource-Based View Theory

Ability, Motivation, and Opportunities Theory

This theory was proposed by Appelbaumet in the year 2000. The theory states that HRM practices that improve the firm's human capital through increased human capabilities result in performance outcomes, such as higher productivity, reduced waste, higher quality, and profit. According to AMO theory, HRM works by increasing employees' ability through attracting and developing high-performing employees; enhancing employees' motivation and commitment through practices such as contingent rewards and effective performance management (PM); and providing employees with the opportunity to engage in knowledge-sharing and problem-solving activities through employee involvement (EI) programs.

Resource-Based View Theory

This theory was proposed by Edith Penrose. The theory states that resources like employees, systems, and business partners are combined into ways of working that are not common, cannot be imitated, are valuable, and cannot be substituted so that they can be used to achieve competitive advantage. In the case of green human resource management, it can be visualized that an organization with employees who have adapted to green human resource management stands a better chance of achieving success than an organization with workers who are not adapted to green human resource management.

2.3 Empirical Review

In a study conducted by Rawashdeh (2018) on the impact of green human resource management on organizational environmental performance in Jordanian health service organizations, a total of 110 environmentally friendly hospitals were studied using the survey method of research and questionnaire as the major instrument of data collection. The t-test statistical tool was used in the analysis while the Cronbach Alpha was used to test the internal consistency of the instrument and it was found that green human resource management has a significant and positive impact on organizational environmental performance in Jordanian health service organizations.

In a similar study conducted by Bhutto and Auranzeb (2016) on the effect of green human resource management on firm performance: An empirical study on Pakistani firms, a total of 500 copies of the questionnaire were distributed while 376 copies were returned with a response rate of 75%. The f-statistics were used in the analysis and it was found that green human resource management has a positive effect on firm performance in Pakistan.

A related study conducted by Arulrajah, Opatha, and Nawaratne (2015) on green human resource management: A review. In the study, several green human resource management practices under the 12 functions of human resource management were studied. The paper employed a methodology to review the articles cited in the databases sage, Taylor, and Francis online SpringerLink using a desk research method and it was found that several green human resource management practices have a positive effect on organizational performance.

Ufoma (2019) investigated the effect of green training and development on branch expansion of brewery industries in Lagos state. In the study, a population of 381 workers was studied using the survey method of research and questionnaire as the major instrument of data collection. The Chi-square statistical tool was used to analyze the data and it was found that green training and development has a significant positive effect on the branch expansion of brewery industries in Lagos state.

In a similar study, Wilson (2019) investigated the relationship between green training and development and branch expansion of the brewery industry in London. A population of 458 was studied using the survey method of research and questionnaire as the major instrument of data collection. The Spearman Rank Order Correlation Coefficient was used to analyze the data and it was found that green training & development has a strong positive relationship with the branch expansion of brewery industries in London.

Furthermore, Udoka (2019) conducted a study on the extent green training and development affect the branch expansion of pharmaceutical industries in Abia state. A population of 104 was studied using the survey method of research and questionnaire as the major instrument of data collection. The Regression analysis was used to analyze the data and it was found that green training & development affects branch expansion of pharmaceutical industries to a large extent in Abia state.

Eze (2018) conducted a study in Enugu state on the effect of green selection on labour turnover of manufacturing firms. A population of 233 was studied using the survey method of research and questionnaire as the major instrument of data collection. The Chi-square statistical formula of analysis was used to analyze the data and it was found that green selection has a significant positive effect on labour turnover of manufacturing firms in Enugu state.

Yazdani (2018) carried out a study in New Delhi, on the extent green selection affects the labour turnover of textile firms. In the study, a population of 796 was studied using the survey method of research and questionnaire as the major instrument of data collection. The F (ANOVA) was used to analyze the data and it was found that green selection affects the labour turnover of textile firms to a large extent in New Delhi.

Moreover, Akelere (2018) conducted a study in Lagos state on the relationship between green selection and labour turnover in telecommunication industries. A population of 170 was studied using the survey method of research and questionnaire as the major instrument of data collection. The Pearson Product Moment Correlation Coefficient was used to analyze the data and it was found that green selection has a strong positive effect on labour turnover of telecommunication industries in Lagos state.

3. Methodology

Research design deals with planning the strategy or overall design of the study. This study used a survey research design. Ogutu (2012) posits that a survey research method is probably the best method available to social scientists who are interested in collecting original data for purposes of describing a population that is too large to observe directly. Survey has several advantages; they can be used to investigate problems in a realistic setting. The cost of the survey is reasonable when we consider the amount of information gathered. A large amount of data can be collected with relative ease from a variety of people. Surveys are not constrained by geographical boundaries. They can be conducted anywhere. This is the basis for the researcher’s choice of the survey as the research design for this study. The study adopts primary data. The study area is Innoson Technical and Industrial Company Limited and Emenite both in Enugu State. The total population of the study is 786. The population of the study is Innoson (602) and Emenite (184) giving a total of 786 while the sample size was determined using Taro Yamane’s formula, the sample size obtained is 265. The researcher collected data through close-ended and open-ended questionnaires. The data were presented in tables of frequency, percentages, and mean and analyzed using the t-test statistical tool.

4. Data Presentation and Analysis

The researcher used a questionnaire as the instrument for data collection. Out of the 265 copies of a questionnaire distributed, there was a 91% return rate. Therefore, the number of questionnaires returned is 239. The distribution and return of the questionnaire are as follows:

Table 1: Distribution and Return of Questionnaire

<i>Organization</i>	<i>Number of Questionnaires Distributed</i>	<i>Number of Questionnaire Returned</i>	<i>Number of Questionnaire Lost</i>	<i>% of Valid Questionnaire</i>
<i>Innoson Technical</i>	203	187	16	71
<i>Emenite</i>	62	52	10	20
Total	265	239	26	91

Source: Field Survey, 2022.

Table 1 shows that out of a total of 187 copies of a questionnaire distributed to the workers of Innoson Technical and Industrial Company Limited, 16 copies were lost, while 187 copies representing 71% of the total copies were

returned. Out of 62 copies of a questionnaire distributed to the workers of Emenite, 10 copies were lost while 52 copies representing 20% of the total copies were returned. Therefore, the total number of valid questionnaires is 239 copies representing 91% of the total copies of a questionnaire distributed.

Data Relating to Research Questions

Research Question One: What is the effect of green recruitment on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state?

Table 2: Mean Rating of the Effect of Green Recruitment on the Efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu State

Number of copies of questionnaire returned = 239

S/N	ITEMS	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean	Std
1	Makes the company stand out and be more attractive	71 (30%)	86 (36%)	25 (10%)	27 (11%)	20 (8%)	3.55	1.24
2	Improves the corporate social responsibility of the organization	79 (33%)	91 (38%)	22 (9%)	23 (10%)	24 (10%)	3.75	1.21
3	Improves the competitive advantage of the organization	80 (33%)	84 (35%)	27 (11%)	23 (10%)	25 (11%)	3.72	1.17
4	Increases the patronization of the company's products	88 (37%)	83 (36%)	17 (11%)	24 (8%)	27 (4%)	3.76	1.13

Grand Mean of Table = 3.70

Associated standard deviation= 1.19

The first row of table 2 shows that 71 respondents representing 30% strongly agree that green recruitment makes the organization be more attractive, 86 respondents representing 36% agree, 25 respondents representing 10% were undecided, 27 respondents representing 11% disagree and 20 respondents representing 8% strongly disagreed with a mean of 3.55.

The second row of table 2 shows that 79 respondents representing 33% strongly agree that green selection improves corporate social responsibility, 91 respondents representing 38% agree, 22 respondents representing 9% were undecided, 23 respondents representing 10% disagree while 24 respondents representing 10% strongly disagree with a mean of 3.75

The third row of table 2 shows that 80 respondents representing 33% strongly agree that green recruitment improves the competitive advantage of the organization, 84 respondents representing 35% agreed, 27 respondents 10% were undecided, 23 respondents representing 10% disagreed and 25 respondents representing 11% strongly disagreed with a mean of 3.72.

The fourth row of table 2 shows that 88 respondents representing 37% strongly agreed that green recruiting increases the patronization of the company's products, 83 respondents representing 36% agreed 17 respondents representing 11% were undecided, 24 respondents representing 8% disagreed while 27 respondents representing 4% strongly disagreed with a mean of 3.76.

The cluster mean of 3.70 > 3.00 (Likert mean) and associated standard deviation of 1.19 < 1.581 (Likert standard deviation) indicates that the out listed are the effects of green recruitment on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state

Hypothesis One

Green recruitment has a significant positive effect on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.

Level of Significance (α) = 0.05

P-value = 0.0000

Interpretation: The z-test result with a z-statistic value of 31.23 and associated probability value of $0.0000 < 0.05$ shows that green recruitment has a significant positive effect on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.

Research Question Two: What is the effect of green training and development on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state?

Table 3: Mean rating of the effect of green training and development on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state

<i>S/N</i>	<i>ITEMS</i>	<i>SA</i> <i>(5)</i>	<i>A</i> <i>(4)</i>	<i>U</i> <i>(3)</i>	<i>D</i> <i>(2)</i>	<i>SD</i> <i>(1)</i>	<i>Mean</i>	<i>Std</i>
1	Acquisition of skill in environmental work method	85 (36%)	78 (33%)	23 (10%)	33 (14%)	20 (8%)	3.73	1.12
2	Reduce waste	79 (33%)	91 (38%)	22 (9%)	23 (10%)	24 (10%)	3.74	1.07
3	Diffuse environmental awareness within the organization	78 (33%)	81 (34%)	26 (11%)	24 (10%)	30 (13%)	3.64	1.13
4	Engages the employees in environmental problem-solving	83 (37%)	79 (36%)	23 (11%)	31 (8%)	23 (4%)	3.70	1.28

Grand Mean of Table = 3.70

Associated standard deviation= 1.15

The first row of table 3 shows that 85 respondents representing 36% of the total respondents strongly agreed with the acquisition of skills in environmental work method, 78 respondents representing 33% agreed, 23 respondents representing 10% were undecided, 33 respondents representing 14% disagreed while 20 respondents representing 8% strongly disagreed.

The second row of table 3 shows that 79 respondents representing 33% strongly agreed with reducing waste, 91 respondents representing 38% agreed, 22 respondents representing 9% were undecided, 23 respondents representing 10% disagreed and 24 respondents representing 10% strongly disagreed.

The third row of table 3 shows that 78 respondents representing 33% strongly agreed with diffusing environmental awareness within the organization, 81 respondents representing 34% agreed, 26 respondents representing 11% were undecided, 24 respondents representing 10% disagreed and 30 respondents representing 13% strongly disagreed.

The fourth row of table 3 shows that 83 respondents representing 37% strongly agreed with engaging the employees in environmental problem-solving, 79 respondents representing 36% strongly agreed, 79 respondents representing 36% agreed, 23 respondents representing 11% were undecided 31 respondents representing 8% disagreed and 23 respondents representing 4% strongly disagreed.

Hypothesis Two

Green Training and development have a significant positive effect on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.

The cluster mean of $3.70 > 3.00$ (Likert mean) and associated standard deviation of $1.15 < 1.581$ (Likert standard deviation) indicates that the out listed are the effects of green training and development on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state

Level of Significance (α) = 0.05 P-value = 0.0000

Interpretation: The z-test result with a z-statistic value of 30.27 and associated probability value of $0.0000 < 0.05$ shows that green training and development has a significant positive effect on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.

Discussion of Findings

Green recruitment has a significant positive effect on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state. The evidence is shown in the (X value = 31.23, p-value 0.0000 < 0.05). In the empirical review conducted by Eze (2018) on the effect of green recruitment on the efficiency of manufacturing firms, although both studies were conducted using different analytical methods and different locations, it was found that green recruitment has a significant positive effect on the efficiency of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state

Green Training and development have a significant positive effect on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state. The evidence is shown in the (X value = 31.23, p-value 0.0000 < 0.05). In the empirical review conducted by Anderson (2018) on the effect of green training and development on the effectiveness of manufacturing firms and it was discovered that green training and development has a significant positive effect on the effectiveness of Innoson Technical and Industrial Company Limited and Emenite Nigeria Limited in Enugu state.

5. Conclusion

Manufacturing firms in Nigeria are beginning to understand the importance of green human resource management even though the concept is still new. Manufacturing firms are now aware of the importance of recycling their waste and carrying out practices that are environmentally friendly. Human resource practices like job description and analysis, training and development, performance evaluation, and recruitment are vital in attracting and retaining employees who are conscious of their environment. It is now concluded that green human resource management has a significant positive effect on the performance of manufacturing firms in Nigeria.

6. Recommendation

The paper recommends that manufacturing firms should.

- i. Manufacturing firms should consider employees who are aware of the importance of maintaining a healthy environment during their recruitment process.
- ii. Manufacturing firms should train their workers on how to consider the environment while carrying out their duties.

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