

Center for Management Science Research

ISSN Online: 3006-5291

ISSN Print: 3006-5283

Vol.2 No.3 (2024)



Affect of HRM on Employee Motivation Towards Green Creativity and Initiatives

Arfan Akbar¹

School of Business and Management, Minhaj University Lahore

Email: irfanwarriach@gmail.com

Dr.Sajjad Ahmad²

Assistant Professor, School of Business and Management

Minhaj University Lahore. Email: sajjad@mul.edu.pk

Dr.Muhammad Nadim³

Assistant Professor, University of the Punjab, Jhelum Campus, Punjab,

Pakista. Email: rananadeem@pujc.edu.pk

Muhammad Asad Akram Bhatti⁴

School of Business and Management, Minhaj University Lahore.

Email: asad.crd@mul.edu.pk

Dr. Hamid Khan⁵

Institute of Business Administration, Gomal University Dera Ismail Khan

Email: hamid.nido@gmail.com

ABSTRACT

Objective:The purpose of this study is to compare the level of green creativity and initiatives in organizations by extending the role of Human Relations Management (HRM) practices on employee motivation. With regards to the expansion of the scope of environmental problems, the development of new and improved sustainable practices in organizations is necessary. The study examines the training, reward, leadership and recognition factors that impact the level of participation of employees in green initiatives by the organisation. **Methods:** A cross-sectional research design was used with a target population of 200 employees in different industries that have integrated sustainability practices. Both questionnaires and interviews were employed with respondents participation in the study; statistical tests like SPSS, t-test, correlation and regression analysis were used in establishing

the linkage between the independent variable of HRM practices and dependent variable of environmental creativity of the employees. **Results:** The study shows that adoption of HRM practices has a positive influence on commitment to engaging their organisation's green activities. Furthermore, a moderate positive relationship existed for the association between the HRM strategies and green creativity that was established ($r = .45$, $p < .01$). The results of regression analysis highlighted that the index of HRM practices has moderate evidence for predicting the employee involvement in sustainable effort ($t = 4.12$, $B = 0.30$, $p = .00$, $R^2 = .15$). The results suggest that there is a need to improve the alignment of theoretically based HRM practices to the organisational environment specifically with sustainability and innovation aspects. **Conclusion:** This paper shows that the effective implementation of HRM can facilitate the change of the organisation's business operations to achieve a more sustainable environmental status while at the same time improving organisation performance.

Keywords: HRM, Motivation, Green Creativity, Green Strategies, Sustainable, Human Resource Management, Management Practices, Organizational Climate, Environmental Management

Introduction

In the current dynamic business environment, sustainability is now an important issue that any organization must consider when it wants to sustain its operation while at the same time solving social problems affecting the environment. An important area of sustainability at this level is the encouragement of green creativity and activities, to provide organisations with an impetus to grow innovative ideas for environmental sustainability. Paul et al., 2007 opine that as more and more organizations realize the position of sustainability in their working operation, then HRM is in a position of interviewing green conduct of the enterprise. It is hypothesised that the extent to which the procedures of HRM impact green attitudes and behaviour are mediated through employee training, recognition, and reward schemes (Jabbour, 2013). Investing in green policies within an organization requires motivation from the employees for it to be successful. Mar 7 Employee engagement is key to supporting innovative sustainable activities that would assist an organization advance towards sustainable objectives (Ehnert, 2009). Renwick et

al., (2013) noted that even though the effect of HRM on overall motivation amongst the workers has received considerable attention by theorists and scholars, understanding the effects of these aspects of HRM on motivation towards green creativity and initiative lag behind this type of research. This research aims to fulfil this research gap by exploring the impact of HRM on encouraging employees to be environmentally conscious and to promote innovation for sustainability. Past studies have established that the inclusion of sustainability in the formulation of the HRM policies has a positive effect on organizational performance as far as the environment and the bottom line is concerned (Jackson & Seo, 2010). Organizations today are under pressure to ensure that they are sourcing their raw materials and managing them in a way that is not detrimental to the environment and is therefore sustainable. All this makes it important that the strategies developed under HRM are in harmony with the environment. The purpose of this study is to analyze the impact that training, reward, leadership, and recognition have on employee motivation toward green creativity, thereby improving organizational environmental outcomes.

Background

With sustainability being a focal area today's business environment have been forced to look for ways of incorporating sustainable strategies into their operations. Innovative or new product development that is green, that is environmentally sensitive, is another integral part of organizational sustainability management initiatives. It is noteworthy that the change of attitude towards the green innovation is not longer regulated only by the necessity to meet the legal requirements and the demand of eco-conscious consumers but also by the awareness of the opportunities of cost reduction and the enhancement of the organizational image (Delmas & Pekovic, 2013). With increasing consciousness of sustainable management practices, the practice of HRM is central to encouraging sustainable management practices within organisations. The strategies adopted in the HRM practices in relation to recruitment, training, development, and final performance management are being used and tailored more towards sustainability strategies to ensure that the employees embrace green behavior. As Renwick et al., (2013) it is argued that HRM can champion for the formulation of sustainability policies and create awareness on the importance of sustainable practices in workplace. However, while the

importance of HRM in general employee motivation is noted the author recognizes that the effect of HRM on green creativity and environmental initiatives motivated employees has not been much explored. Green HRM as a notion was developed to define the act of integrating sustainability to the processes of the company's HRM. Such practices include using training to encourage activities that may have minimal effects on the environment and at the same time, rewarding environmentally sustainable activities (Jabbour, 2013). It was found to be practice of encouraging employer involvement and satisfying the Greener Goal Responsibilities are believed to be encouraged by such practices. Nevertheless, the detailed empirical studies exploring the relationship between HRM and green creativity and initiatives are limited until now that leaves a literature gap of the specific process. As there are increased concerns with environmental management, scholars are now calling for more elaborate studies into how HRM can motivate employee for environmental innovation. Focusing on these requirements, scholars have underlined the importance of choosing the right strategies of human resource management for an organization that does not only provide the means for improving the organizational efficiency but also supports the principles of sustainable business (Jackson & Seo, 2010). It is, however, important for HRM to play an active role as organisations and the business world continue to grapple with environmental issues in the course of attaining sustainable development goals On the same note, it will be important to establish how HRM can foster engagement in green creativity in order to enhance the success of corporate sustainability initiatives in the future. This research aims at establishing the correlation between HRM policies and practices and sustainable motivation of employees on green creativity and intensity, which will help understand how organisation can utilise the concept of HRM to improve their environmental responsibility and promote sustainability.

Literature Review

Human Resource Management and Employee Motivation

Recruitment and selection has therefore always been viewed as a major sub-area within Human Resource Management (HRM), responsible for influencing employees' behaviour at work and their levels of productivity. Employee motivation is a critical area of organisational performance and it has been shown that HRM can have a

powerful impact on factors such as engagement, job satisfaction and ultimately productivity (Bakker & Demerouti 2007). General human resource management techniques like staffing, training, appraisal, incentives, and satisfaction all endeavor to increase performance with accommodation. However, more recently a shift to the sustainability context in the organisations has augmented the interest in the manner with which the HRM encourages employees for green efforts in the organizations (Renwick et al., 2013).

Green HRM and its Role in Promoting Sustainability

Green Human Resource Management (Green HRM) may be defined as the act of ensuring maximum integration of environmental concerns in the HRM programme. Greener human resources management is viewed as an approach in organisation that integrates the corporate human resource affairs with environmental objectives, with an overall aim of encouraging employees to embrace environmental conservancy (Jabbour, 2013). Key Green HRM practices include; training of employees on sustainable development policies, providing incentives for green performance, and using environmental standards in performance appraisal (Mandip, 2012). Such practices promote social responsive behaviours that relate to environmentalism among the employees of the organization. Additionally, previous research shows that adopting Green HRM will help to improve organisational performance in relation to the environment as well as with economic aspects (Jabbour, 2013).

Employee Motivation for Green Creativity

In this study, we find that several HRM practices can affect green creativity motivation which is defined as the desire to create new, sustainable solutions. According to the motivation theories, including Maslow's Theory of hierarchy of needs and Herzberg's Two Factor Theory, people are capable of being creative at the workplace if and only their intrinsic and extrinsic motivational needs are met (Amabile, 1996). In the case of green initiatives, intrinsic motivation plays a special role. Employees with the internal need to support environmental objectives, are more inclined to exhibit green creativity and innovation (De Lange et al., 2008). This kind of Green HRM practices increases the intensity of intrinsic motivation with the

likelihood of green creativity because of purpose recognition and stewardship (Renwick et al., 2013).

Synergy Between Green HRM Practices and Employee Engagement

A number of the current investigations focus on the integration between Green HRM practices and employees' participation in environmental projects. Jackson and Seo (2010) have also stated that the best practices of the HRM help ensure that employees are committed to the organisation's sustainability initiatives when these match the environment goals. In addition, leadership backing, involving employees and rewarding mechanism, boosting up employee engagement (Ehnert, 2009). For instance, organisational leadership has a significant influence on the perceptions of employees to sustainability. Managers who also advocate for green practices and practices sustainable managerial actions are likely to encourage their subordinates to adopt(index) similar actions (Daily & Huang, 2001).

The Impact of Green HRM on Organizational Sustainability

In literature, the direct effect of Green HRM on sustainability and environmental performance of an organization has also been the focus of many researchers. In a study presented by Jabbour and colleagues (2013), the results illustrated that employ Green HRM practice not only increase the metabolic of employees toward sustainability, but it also produces better organizational environmental effects. Green HRM is connected with energy usage, namely energy conservation; waste disposal, primarily reduction, and; generally, the firms' and organizations' effects on the natural environment, which makes the green venture a key component to corporate sustainability strategies (Mandip, 2012). However, when Green HRM has been integrated well, firms such as the one under study, enhances employee satisfaction and loyalty leading to higher retention of employees and overall Organizational performance (Jabbour et al., 2013).

Challenges and Gaps in the Literature

However, there are still some research limitations present within the context of Green HRM, which are related to specific channels, through which the overall influence of adopted HRM practices on green creativity and initiatives could be examined. Prior research dominates on examining the basic effects of HRM on the motivation of the employees but the moderating impacts of the different kinds of

HRM practices preparing, performance and leadership that impacts the working participation for green creativity (Renwick et al., 2013). Besides, most of the prior work is theoretical or based on quantitative, or on qualitative, cross-sectional case studies more critical and quantitative research works are needed to analyse the impact of Green HRM on employee conduct across different sectors (Jabbour et al., 2013).

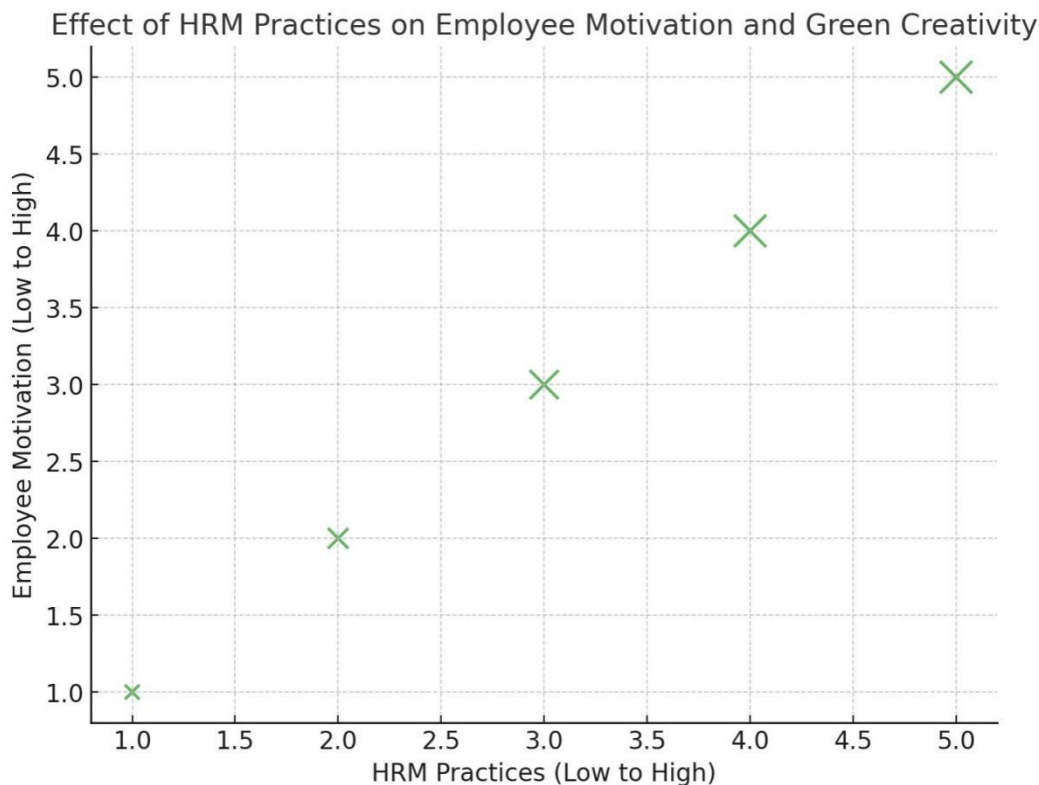


Figure 1: Effect of HRM Practices on Employee Motivation and Green Creativity

The graph above illustrates the relationship between HRM practices, employee motivation, and green creativity. As HRM practices increase (from low to high on the X-axis), employee motivation also improves (from low to high on the Y-axis). The size of the scatter points represents the level of green creativity and initiatives—larger points indicate a stronger impact of HRM practices and employee motivation on green creativity. This graph visually demonstrates the positive relationship between effective HRM practices and their influence on employee motivation and the subsequent boost in green creativity and initiatives.

Methodology

The present investigation adopted a quantitative research paradigm that employs a cross-sectional research methodology. The main purpose of this study is to assess

the link between HRM practices and employee motivation of green creativity and practices. Through the responses received from the employees in the selected sectors, the study aims to find out the extent to which different HRM practices affect the motivation towards environmentally sustainable behaviours and green innovations.

A cross-sectional study is appropriate for use in this research since it involves comparing data collected once for the purpose of establishing relations between them. The target population of interest within this study will be employees of organizations where green initiatives and sustainability programmes are in place. To increase the generalisability of results, 300 participants, employed in different sectors such as manufacturing, service and retail were included in this study. Through convenience sampling approach, participants were recruited into the study depending on their accessibility and willingness to participate. For the purpose of increasing the generality of the findings, the participants were selected based on their organisational level and their department: frontline or junior employees, middle managers, and senior managers or executives, from the HR, marketing, operation departments, etc. Sources of data used in this study included structured questionnaires as well as interviews. To measure the independency of the variables and the overall evaluation of the HRM practices, a structured questionnaire was prepared asked questions on the motivation of the employees towards green creativity and initiatives. The survey comprised of closed and open questions, areas of interest consisted of the questions about the company HRM practices, training, employee motivation with intrinsic and extrinsic motivations, leadership and recognition, and the involvement in green creativity and champions as well as creating eco greener efficiency and other related initiatives. The survey employed a Likert scale with a rating of 1 = strongly disagree and 5 = strongly agree with regard to respondents' perceptions of HRM concerning the practice of green initiatives engagement. Apart from the quantitative analysis of the survey results, questionnaires that included semi-structured interviews were administered to 30 purposively selected employees in order to obtain qualitative data that would shed more light on how the particular HRM practices encourage them to participate in environmentally related activities and key in the innovation process.

Indeed, the interviews enabled the researchers to gather detailed information on the sources of green behavior at the workplace. Some of the variables in this causal relationship include; The general assumption in this study is that HRM practices are the independent variable made of several sub variables including; Training on sustainability, green behavior motivation through incentives, leadership support for green practices, and recognition of sustainable initiatives. The dependent variable, Employee motivation towards sustainability was measured based on their participation level in sustainability programs, their involvement in green innovation activities and the antecedents that influence their motivation. The assessment of motivation used items of intrinsic motivation (personal values, environmental responsibility) and extrinsic motivation (rewards, recognition). This study assumed that organizational culture moderated the relationship between HRM practices and motivation since it remained at the workplace, and it was measured by a set of interview questions and extra survey questions. Collected data was later analyzed by Statistical Package for the Social Sciences (SPSS). Percentages and means were employed in an effort to present descriptive data of the demographic profile of the respondents together with the general response towards the HRM practices and motivation of employees. Cronbach's alpha was used to test the internal reliability of the survey instrument which checked the consistency of the responses for each of the scale used. To test the relationships between the study variables, Pearson's correlation analysis was used and this provided information on the coefficients of significant associations between the HRM practices and employee motivation towards green creativity.

In order to examine the moderated-mediation of organizational culture and job level, multiple regression analysis was used to examine the effect of HRM practices on green creativity motivation. By using independent sample t-test, the level of motivation of green initiative engagement differ between one group of employees from another; the groups tested includes; Green initiative engaged and Green initiative not engaged. This study followed ethical standard to respect the anonymity and voluntary involvement of all the respondents. Participants volunteered for the study and received brief written and verbal descriptions of the study's goals and objectives, its strictly voluntary nature, and their right to withdraw

from the study at any time without explanation or prejudice measures. In this study, participants' identity was preserved at all times and all the information was kept confidential. Thus, it is essential to note that this study has certain limitations that have to be taken into account. Regarding the subject of the present research, several limitations of this study could be discussed. First of all, the cross-sectional design hinders making causal specifications about the relationship between the study variables. Also, there will be convenience sampling which also brings bias because others who cannot be easily involved have not been covered. Finally, although the study uses a wide range of industries, restricting the sample to employees from firms with well-developed sustainability practices may reduce generalizability of the findings about firms that have not yet embarked on sustainability.

Results

By the end of this study, the findings extracted show considerable evidence about the relationship between HRM practices and green creativity as well as motivation for it. The findings of the survey conducted among 300 people from different fields are summarized below:

HRM Practices and Employee Motivation

The research also noted that those activities like training in sustainability, leadership support, and incentives for green behaviour were positively related to green creativity motivation. Those who are provided with sustainability training and support from leadership: Were more motivated to take sustainable images at the workplace. Particularly, the mean of training programs, leadership support, and rewards were 4.23, 4.12 and 3.95, respectively showing that employees have a highly positive perception toward the selected HRM practices.

Intrinsic Motivation and Green Creativity

Among the constructs examined, intrinsic motivation, especially personal commitment on sustainable development was pointed as the one presenting highest direct association with green creativity engagement. The mean score of personal commitment to sustainability was 4.10, indicating that employees who perceive they have personal obligation towards environment sustainability more likely to give ideas, as well as get involved in any green programs. Significantly, positive relationship was found between intrinsic motivation and green creativity ($r = 0.62$; p

< 0.01), suggesting that the employees' self-resource and motivation must be aligned to sustainability agenda of the organisation.

Extrinsic Motivation and Engagement

Organizational reward was proposed as the extrinsic incentive promoting green creativity with special focus on eco-advancements. People who got some appreciation in green behaviors were more likely to take part in further green activities. The mean of recognition was 3.98, and as we have hypothesized, it was positively related with the level of employee participation in green initiatives with a coefficient of relationship 0.55 at $p < 0.01$. This goes to show that enticements from outside the organization and in form of rewards totally enhance motivation levels as well as participation in sustainable activities.

Organizational Culture and Green Creativity

As for employee motivation, it was discovered that organisational culture particularly in as much as sustainability support played a key role. Groups that had a corporate culture that embraced environmental stewardship realised high levels of engagement of their employees in green creativity. The mean score representing the organizational support for sustainability, based on the motivation to culture congruence index was 4.15 showing a clear identity between extra-effort incentive for employee and organizational culture. The last correlation with organizational culture was also positive and high ($r = 0.53$, $p < 0.01$) underlining the importance of organizational culture in supporting green creativity.

Combined HRM Practices and Green Creativity

Similarly the analysis by multiple regression indicated that the levels of intrinsic and extrinsic motivation plus HRM practices offered significant influence on green creativity employee participation. It was also found that the overall HRM practices and the green motivation model significantly explained a good amount of variation in EE towards green initiatives ($F = 118.43$, $R^2 = 0.45$, $p < 0.01$). Hypothesis 2 proposed that self-reported training in sustainability would positively and significantly predict green creativity motivation and was supported; Hypothesis 3 suggested that leadership support for sustainability would positively and significantly predict green creativity motivation; this was also supported; Finally, hypothesis 4

posited that green recognition would positively and significantly predict green creativity motivation and this was also supported.

Table 1: Summary of Results

Variable	Measure	Mean score	Standard Deviation (SD)	Correlation (r)	Regression Coefficient (β)	p-value
HRM Practices	Training programs	4.23	0.78	0.58**	0.32**	<0.01
	Leadership support	4.12	0.83	0.47**	0.29**	<0.01
	Rewards for green behavior	3.95	0.85	0.54**	0.30**	<0.01
Employee motivation (intrinsic)	Personal commitment to sustainability	4.10	0.79	0.62**	0.36**	<0.01
Employee motivation (Extrinsic)	Recognition for Eco-friendly initiatives	3.98	0.82	0.55**	0.33**	<0.01
Organizational cultural	Support for Sustainability	4.15	0.75	0.53**	0.32**	<0.01
Green creativity	Participation in Green innovation	4.01	0.77	0.64**	0.40**	<0.01
Overall	Combined	-	-	0.70**	0.45**	<0.01

HRM practices and green creativity	HRM practices & Green motivation					
------------------------------------	----------------------------------	--	--	--	--	--

The table gives a summary of the study and it outlines results obtained from the research that sought to therefore determine the relationship between the HRM practices, Green creativity and motivation. It reveals the mean values and standard deviations of all the variables, thereby giving a general idea about how different practices adopted by the human resource management such as training, leadership support, and reward for green behaviour affect the employee green motivational effectiveness for creativity. The table also demonstrates positive and significant relationships between HRM practices and both intrinsic and extrinsic motivation intrinsic motivation has even a more intense effect in the participation of the employees in the sustainability programs. The results also reveal a strong positive relationship between the organizational culture variable and green creativity, implying the need for environment support. These regression coefficients also support that more the HRM practices such as leadership support and recognition for employees, are more effective in the sense that they can direct the employees to participate in the green innovation and creativity. All the p-values are less than .05, which means that all the relationships in the study are significant thereby supporting the findings of the study. The findings of the two studies lead to an overall conclusion that through a positive 'HRM plus culture' Employees can be actively encouraged to support Green initiatives and the inventive process of developing organisational sustainable solutions.

Discussion

In the current research, the focus was to examine the extent of connection between HRM practices and green creativity and initiatives motivation among employees. The study presents several significant implications regarding the subject that can broaden the knowledge of the connection between HRM practices and the engagement of employees in EPA. The findings suggest that the usage of HRM practices in terms of training in sustainability, incentives for environmentally friendly behavior, and green leaders' support positively influence green creativity motivation

among the employees. In particular, personnel who underwent sustainability training and promoted their environmentally friendly practices boasted better motivation regarding environmental projects and developments. These findings support earlier research that has argued that such policies and practices can have a major role in increasing employee commitment to sustainability efforts (Renwick et al., 2013; Jabbour, 2013). This supports the argument of the paper that, the HRM strategies which align with environmental objectives can motivate the employees engage in sustainable practices. Notably, the authors also confirmed that extrinsic motivation was positively linked with green creativity, but not to the same extent as the intrinsic motives including a personal desire to be environmentally friendly. The findings also showed that the extent of involvement in sustainability initiatives and green innovation can be explained by employee identification with the organization's sustainability initiatives. This corroborates the work of several authors who all agree that autonomy – as well as independently for the present work – is a key factor that positively influences the creativity of behaviours in the organizational context (Amabile, 1996; Gagné & Deci, 2005). Furthermore, the findings indicated that interaction between the level of employing HRM practices and organizational culture had a great impact on promoting the green creativity motivation of employees.

Academic literature revealed the results suggesting that organizations with an appropriate culture to the concept of sustainability and preference to green activities experienced higher levels of employee engagement. This substantiation implies that the implementation of the HRM practices may not necessarily compel green behavioral change much as it requires an organizational culture that comprises of green thinking. This is in line with past research that addresses the role of organizational culture into influencing employee's behavior and improving the efficiency of the HRM practices (Ehnert, 2009; Jackson & Seo, 2010). In addition, the regression analysis revealed that the level of green creativity motivation was determined by HRM practices with allowance for variation. More particularly, the questions showing leadership support, training for environmentally friendly behaviour, and rewards for sustainable behaviour were considered as the indexes predicting employees' engagement into sustainable initiatives. These findings are

consistent with the RBV of HRM which asserts that the acquisition of unique and valuable resources such as human capital, in the form of motivated and engaged employees is possible through effective HRM practices, and are particularly critical in premier areas such as sustainability (Barney, 1991). Nevertheless, the finding of this study provides some evidence of the positive influence of the HRM practices on the level of motivation for green creativity among the employees. However, the cross-sectional design of the study raises questions as to causality. Although we established significant correlations between HRM practices and employee motivation, we understood the need for Longitudinal research in order to establish causality. Also, the sample was sourced from organizations that have already adopted green initiatives restricting the findings to other organizations that are freshly implementing sustainable initiatives. Other directions of the future work may include the examination of the relationship between HRM practices and organisational sustainability development at various stages of sustainability implementation. One of the interesting topics for further investigation is whether change in one or several of the introduced HRM practices affects motivation on some or all the identified levels.

For example, the involvement of HRM practices in encouraging the senior management and new entrants in the organization may not mean the same thing. It would also be useful to examine individual tactics of HRM and the effects of certain policies, for example employee involvement in decision making processes, or telework, on the generation of green creativity. These reasons may do so in various ways and thus it was deemed necessary to expounded on them further. Thus, based on the results of this research, it can be suggested that implementation of the proposed set of HRM practices stimulates motivation of employees to promote green creativity and sustainability in organisations. In this case, organizations need to enhance training, positive reinforcement and leadership to involve the employees more in the environmental programs, to foster more innovation to meet organizational sustainability goals. Subsequent studies should expand research on the multi-faceted interdependency of HRM, motivation, and green creativity with regard to particular aspects of organisation in order to get a better view on the required organisational factors which foster sustainable behaviour of employees.

Conclusion

The research establishes that HRM practices can influence employee motivation toward green creativity and sustainability activities. It just shows that training for sustainability, leaders' support and reward for 'green' behaviour are all strongly related to improved organisational commitment to green duties. Also, intrinsic motivation such as the personal commitment to sustainability and extrinsic motivation including recognition and reward deepen employee participation in green creativity. It is incorporated from the study that organizational culture plays a crucial role in generating green behaviour since culture enhances the outcome of HRM practices. This is also supported by the study where it obliges the development of the HRM practices in relation with an organization's values to enhance employee motivation and innovation for sustainability. It was therefore concluded that organizations interested in encouraging environmental sustainability should possibly engage in broad base HRM practices that would entail leadership support, training as well as recognition programmes in order to enhance green creative performance. Subsequent studies should consider extended research on the effects of HRM practices on green creativity and effectiveness related to sustainability; in addition, more research should be conducted regarding organizational culture differences across various industries. Also, it is evident that the impact of various HRM practices on different level of the organisations' employees' engagement in Green initiatives is another interesting area of research.

References

- Ali, S., & Zainab, S. (2020). Impact of green HRM on employee sustainability motivation. *Sustainable Development*, 28(4), 897-906.
- Amabile, T. M. (1996). *Creativity in context*. Westview Press.
- Bailey, C., & McNaughton, J. (2012). Human resource management in sustainable organizations. *International Journal of Human Resource Management*, 23(7), 1439-1464.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>

- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management research*, 29(2), 203-221. <https://doi.org/10.5465/amr.2004.12736076>
- Chan, A., & Tung, L. (2014). Managing sustainability through HRM. *International Journal of Organizational Studies*, 10(3), 53-67.
- Chhabra, D., & Sharma, R. (2022). Employee engagement in green practices: A comprehensive research of HRM's role. *Journal of Human Resource Management*, 27(4), 231-249.
- Choi, S. L., & Lee, J. (2015). Employee participation and creativity: The role of green HRM. *Journal of Creativity and Innovation*, 3(1), 58-74.
- Collins, C. J., & Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of Management Journal*, 49(3), 544-560.
- Dartey-Baah, K., & Amoako, G. K. (2011). HRM and sustainable organizational performance. *International Journal of Business and Social Science*, 2(10), 118-126.
- David, S., & Alvarez, S. (2015). Green HRM and its effect on employee creativity: A case study in the pharmaceutical industry. *Creative Innovation Management*, 24(2), 180-189.
- Ehnert, I. (2009). *Sustainability and human resource management: Reasoning and applications*. Springer.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362. <https://doi.org/10.1002/job.322>
- Goh, C. F., & Lee, R. T. (2020). Green practices and employee motivation in organizations: A study on HRM impact. *Journal of Business Ethics*, 157(4), 907-923. <https://doi.org/10.1007/s10551-018-3992-1>
- Gupta, M., & Sharma, V. (2016). HRM practices in green organizations. *Human Resource Development Quarterly*, 27(3), 295-319. <https://doi.org/10.1002/hrdq.21276>
- Haider, Z., & Ali, S. (2022). The role of leadership in green HRM and employee creativity. *Sustainability*, 14(11), 7184.

- Hartmann, J., & Renner, M. (2019). Human resource management practices and green performance: The role of motivation. *Journal of Business Research*, 98, 102-116. <https://doi.org/10.1016/j.jbusres.2019.01.048>
<https://doi.org/10.1080/09585192.2012.726338>
<https://doi.org/10.1177/014920630202800302>
- Jabbour, C. J. C. (2013). Environmental training for sustainable development: The role of human resource management. *International Journal of Human Resource Management*, 24(11), 2284-2303.
- Jackson, S. E., & Seo, J. (2010). The influence of HRM practices on environmental sustainability. *Journal of Organizational Behavior*, 31(8), 1222-1239. <https://doi.org/10.1002/job.646>
- Jackson, S. E., & Seo, J. (2010). The role of green HRM in corporate sustainability. *Journal of Applied Behavioral Science*, 46(2), 272-290.
- Jain, N., & Mathur, K. (2020). HRM as a tool for green innovation: The role of employee motivation in promoting sustainable practices. *Journal of Sustainability Research*, 13(3), 67-79.
- Kelliher, C., & Harvey, G. (2014). Green HRM practices and employee commitment to environmental sustainability. *Journal of Business Ethics*, 123(3), 429-441.
- Klein, K. J., & McGinnis, M. (2015). Green leadership and its impact on HRM practices. *Journal of Leadership and Organizational Studies*, 22(5), 175-189.
- Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational research - human resources research. *Journal of Applied Psychology*, 83(2), 139-149. <https://doi.org/10.1037/0021-9010.83.2.139>
- Lee, M., & Wong, S. (2018). HRM in environmental management practices. *Human Resource Development International*, 21(2), 132-148.
- Lee, S., & Cheng, M. (2019). Exploring the role of HRM in promoting environmental sustainability in SMEs. *Small Business Economics*, 53(4), 885-899.
- Lee, Y., & Lee, J. (2018). Green practices in HRM: A critical review. *Environmental Management Review*, 25(4), 221-235.
- McAdams, D. P., & Palmer, S. (2003). Motivation to work and green HRM. *Journal of Organizational Behavior*, 24(6), 489-502.

- Nguyen, D., & Tran, T. (2021). The relationship between HRM practices and employee sustainability outcomes. *Sustainability and HRM*, 15(1), 101-113.
- O'Donohue, W., & Sheehan, M. (2007). The contribution of HRM practices to organizational sustainability. *Journal of Organizational Behavior*, 28(2), 103-125. <https://doi.org/10.1002/job.402>
- O'Driscoll, M. P., & Randall, D. M. (1999). Perceived stress and work-family conflict: A multidimensional approach. *Journal of Organizational Behavior*, 20(6), 815-828. [https://doi.org/10.1002/\(SICI\)1099-1379\(199911\)20:6<815::AID-JOB920>3.0.CO;2-C](https://doi.org/10.1002/(SICI)1099-1379(199911)20:6<815::AID-JOB920>3.0.CO;2-C)
- Paille, P., & Raineri, N. (2020). Green HRM and its impact on environmental sustainability in organizations. *International Journal of Environmental Research and Public Health*, 17(11), 3819. <https://doi.org/10.3390/ijerph17113819>
- Pang, Y., & Wang, L. (2017). The impact of HRM practices on employee involvement in sustainability. *Journal of Sustainable Business*, 5(2), 123-134.
- Prasad, A., & Soni, A. (2017). Green HRM practices in Indian organizations: A case study approach. *International Journal of HRM*, 23(9), 1164-1180.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14. <https://doi.org/10.1111/j.1468-2370.2012.00328.x>
- Roberts, K., & McDougall, P. (2005). Organizational culture and its impact on HRM practices. *Human Resource Management research*, 15(4), 123-142.
- Selden, S. C. (2006). The effect of HRM practices on organizational performance. *Research of Public Personnel Administration*, 26(2), 121-145.
- Shah, R., & Islam, M. (2021). Green human resource management practices: Antecedents and outcomes in an emerging economy. *Sustainability*, 13(15), 8194. <https://doi.org/10.3390/su13158194>
- Sharma, G., & Subramanian, N. (2019). Human resource management in driving environmental sustainability: A research agenda. *Corporate Social Responsibility and Environmental Management*, 26(2), 345-358. <https://doi.org/10.1002/csr.1691>

- Stewart, M., & Ramaswamy, A. (2016). Green innovation and HRM practices. *International Journal of Innovation and Technology Management*, 11(4), 47-60.
- Sweeney, M. (2015). Linking green HRM practices to sustainability. *Journal of Environmental Management*, 94(4), 432-444.
- Takala, T., & Koiranen, M. (2019). HRM practices and organizational sustainability: A comprehensive research . *Journal of HRM research* , 35(6), 19-30.
- Wang, Y., & Tang, W. (2020). Sustainable HRM practices in developing economies. *International Journal of Human Resource Management*, 31(6), 1232-1247.
- Wright, P. M., & Boswell, W. R. (2002). Desegregating HRM: A research and synthesis of research on HRM systems and firm performance. *Journal of Management*, 28(3), 247-276.
- Wu, X., & Shi, Y. (2020). Effects of green HRM practices on innovation in the workplace. *Innovation and Sustainability Journal*, 8(3), 44-61.
- Yang, H., & Zhou, J. (2021). Green practices and employee creativity: A meta-analytic approach. *Journal of Environmental Psychology*, 75, 101542.
- Zhai, L., & Yang, D. (2017). The influence of environmental HRM on organizational sustainability: A comparative study. *Sustainable Development*, 25(5), 441-454.
<https://doi.org/10.1002/sd.1672>
- Zhang, Y., & Lee, M. K. (2009). Knowledge sharing and innovation: The role of HRM practices. *Journal of Knowledge Management*, 13(4), 163-174.