

THE ROLE OF GREEN HRM, EMPLOYEE GREEN BEHAVIOUR AND EMPLOYEES PARTICIPATION ON SUSTAINABILITY IN HEIs

¹Udhayageetha Veerasamy, ²Inigo Papu Vinodhan Joseph Lal Mohan

¹Assistant Professor, ²Assistant Professor

¹Department of Human Resource Management, ²Department of Business Administration
St. Joseph's College (Autonomous), (Affiliated to Bharathidasan University)
Tiruchirappalli, Tamil Nadu, India

Abstract: Recently, there is a growing apprehension within organizations on the need of being green and using various environmental sustainability practices. As globalization is reaching its pinnacle, companies are moving from a traditional image to contemporary competency-oriented economy primed to adapt green profitable factors. The sluggish and ineffective environmental management of academic institutions is turning academics' focus away from technology upgrades and toward behavioral change in employees. Furthermore, there is a demand to investigate on interaction between Green HRM, green behaviour of employees (EGB), and employee participation in the higher education institutions (HEIs). Currently, Green HRM is now a critical business strategy for major firms, with human resource departments actively participating in the organizations' efforts to go green. This article focuses mostly on the extensive GHRM and environmental sustainability approaches used by higher education organizations. The study develops the model utilizing secondary data from academic publications, white papers from organizations, books, and expert interviews found through keyword search. The conceptual framework indicates that firms create green competencies in HRM and provide employees with opportunities for employee participation by understanding impact of GHRM pursuits on employee behavior to be invested in environmental activities. This framework will assist HEIs in implementing their full spectrum of GHRM practices, which may have a beneficial and substantial influence on employee green behavior.

Index Terms - Green HRM, Employee green behaviour, green employee participation, HEIs, Environment, and Sustainability

I. INTRODUCTION

By 2050, the world's population will be 9.7 billion. Current resource use, energy utilization, and waste generation would need 2.3 Earth like planets (Bell, 2016). To lower the ecological footprint, more knowledge must be gathered and transferred to the public effectively. Several publications addressed environmental aspects to lower the ecological footprint (Simsar, 2021), whilst considered ineffective by others (Moser & Kleinhüeckelkotten, 2017). Globally, protection of the environment and changing climate are becoming increasingly important. Climate change must be addressed due to resource consumption, transport implications, waste management, and other environmental difficulties. Sustainable ecological practices determine a company's position and competitive edge (Tang et al., 2018). Organisations have acknowledged the need for involving employees in their efforts to promote sustainable performance by reducing waste and ensuring effective energy and resource utilization (Ojo, Tan, & Alias, 2020). HEIs must equip future leaders to comprehend environmental concerns and sustainable development. Despite contradictory HEI views on sustainability, education is crucial to attain it (Uddin et al., 2015). Organizations understood they needed to change their business tactics to safeguard their employees and environment. Such corporate activities should not harm nature or society. They create environmental management targets to limit environmental exploitation. The HR team is vital to achieve the organization's environmental goals. Many firms throughout the world have implemented Green HR policies as part of environmental sustainability and CSR to make employees aware of their environmental obligations. Many firms are adopting green HRM.

Recent research explained the rising acceptability of GHRM practices as a tool to encourage employee sustainability. Another crucial aspect is people's green behavior. Institutional elements like GHRM can be connected with employee engagement, but the complicated interdisciplinary linkages may entail other social and psychological aspects, since it affects employee green behavior. Employee engagement is the connection between an employee's personality attributes and organizational environment (Bangwal et al., 2017) and structures which includes HRM practices and activities (Ababneh, 2021). Green behavior refers to employee actions that promote environmental management at work (Dumont, Shen, & Deng, 2017). Green behavior is the foundation for effective green policies and activities execution. In a shell, academic institutions have societal and environmental roles. Many academic institutions promote green efforts to help students and staff conserve the environment, however green HRM policies cannot be effectively integrated due to various challenges surrounding it. This study's goal is to propose a conceptual framework that describes an approach for understanding the role of green HRM in HEIs. The study's primary objectives are:

- To understand the environmental sustainability in HEIs
- To learn about the GHRM practices and employee participation activities adopted by the HEIs
- To develop a conceptual framework based on Green HRM practices, the employee participation and employee green behaviour that encourages the sustainability in HEIs

The research employed secondary data from scholarly journal articles, blogs, white papers, expert interviews, and books. Using search engines and keywords such as green HRM, employee engagement, participation, employee green behavior, higher education sustainability etc., the information was discovered. The acquired data was reviewed and incorporated into the model development process.

II. ENVIRONMENTAL SUSTAINABILITY IN HEIS

HEIs are vital to sustainability. They have a critical role in instructing future leaders who will help achieve the UN's Sustainable Development Goals (SDGs). This strategy led to convergence of education and sustainability plans, the incorporation of sustainable concerns in education systems, participation of wide number of employees, the increase in legal obligations, the infusion of sustainability concerns in learning atmosphere, the evolution of thinking critically, participative, and problem-solving approach to education, and inclusion of sustainable education. Education is a key communication tool and foundation for a "sustainable attitude." In recent years, several studies have analysed the consequences of higher education on sustainability (Fehlner, 2019). HEIs are often considered as "changing forces" and "catalysts" in the emergence of sustainability linked concerns (Shields, 2019). Sustainable education influences content, methodology, and outcomes (Gatti et al., 2009). Merging sustainability in HEIs, leading to sustainable development initiatives, is a goal of many colleges and universities since they have a significant role in passing knowledge to society by educating and moulding future student behaviour.

Creating environmentally friendly HEIs decreases environmental effect inside and outside the institution, raises environmental consciousness in higher education communities. Higher education is regarded as the ideal location to start eco-friendly activities since it teaches awareness and governance. According to Hooi et al. (2012), the public's impression of eco-friendly and sustainable HEI is highly variable, for example, "green campus initiative" can imply to utilize daylight instead of power during the day, construct a green campus, campus sustainable in every aspect. Sustainability-focused HEIs integrate sustainable practices in teaching, research activities, community outreach, campus maintenance, collaboration, staff training, assessment, and documentation. Higher education has a major part in sustainability by: 1) Research and teaching hubs can improve sustainability by incorporating sustainability precepts across disciplines; 2) the method of allotting different experts can impact wider viewpoints by outreach programs; 3) an organization's culture of sustainability enhances institution's employees, local, and larger community awareness; 4) HEIs are catalyst for shaping of next-generation individuals who will have impact on societal and personal lives; 5) Introducing practices like greenhouse emissions reductions, promoting biodiversity, use of energy effectively and reducing carbon footprint. Higher education may inspire employees through example (Littlelycke, 2013). The establishment of culture which supports sustainability through campus activities such as institute framework and evaluation, research initiatives, communications, operations, and outreach programs have a significant influence on the environment, society, and stakeholder knowledge of sustainable elements (Findler et al., 2019).

III. GREEN HRM

Human resources management should capitulate to the firm's sustainability motto while organising and executing HRM strategies (Kim et al., 2019). In response to these appeals, "green human resources management" (Kramar, 2014) has evolved, promises an upgrade in individuals' and organizations' environmental results. Green HRM aligns recruiting, training, performance evaluation, engagement, and reward based on organization's environmental intents (Ojo et al., 2020; Tang et al., 2018). Companies need to adopt green HR strategies to increase environmental sustainability. Companies are progressively realizing the value of becoming green and embracing environmental management strategies. Green human resource management is a fundamental guide for expanding organizations when HRM department implements green initiatives. Employees are influenced by modifications in the work and personal life that are critical to the success of GHRM practices. Green HRM practices are considered as crucial HR technique to enhance workers' environmental consciousness at work. GHRM methods that promote environmental management includes green recruiting and selection, training, recognising, and performance assessment (Dumont et al., 2017; Jabbour J. C., 2011; Renwick et al., 2013). Figure 1 depicts green HRM practices in organizations.



Figure. 1: Green HRM Practices

Green Organizational Strategy

A green strategy makes it easier to make decisions and make changes that are good for the environment. Setting a clear vision and strategy helps people make better decisions that fit with the business's priorities so that it can conduct business in the global market. An organization green strategic approach is no different. In fact, unlike most other parts of an organization's strategy, green

strategy directly impacts decisions made across the entire business. This includes corporate strategy, operating strategy, organizational strategy, knowledge-based strategy, implementation strategy, technology strategy, and associated infrastructure.

Green Recruitment and Selection

Activities for green hiring and selection include conducting interviews in an environmentally friendly manner, accepting electronic versions of resumes, posting job openings online, using as little paper as possible during the selection process, and questioning candidates about issues pertaining to the environment (Khan & Zubair, 2013). This allows companies to attract workers who have a feeling of responsibility towards the environment, green recruitment and selection is vital to Green HRM.

Green Training and Development

Employees are provided with knowledge on eco-friendly initiatives, the significance of green initiatives, reducing waste, and the effective energy use through the provision of green training and development (Zoogah, 2011). In addition, organizations cultivate a culture of sustainability through ongoing training. Within the company, green training plays a crucial role in encouraging and moulding employee behaviour in the direction of greening the environment and participating in green activities (Jabbour J. C., 2011).

Green Compensation and Reward System

A green compensation and incentive system is utilized for the provision of monetary as well as non-monetary rewards in order to entice, retain, and motivate employees to take part in activities that are environmentally friendly. When it comes to motivating employees, incentives and rewards are particularly powerful components because they have an ability to improve the degree of pro-environmental behavior of the workforce. Firm sustainability goals will be linked with reward and incentive programs provides potential outcomes (Jabbour, Santos, & Nagano, 2008).

Green Performance Management

Performance evaluation is connected to environmental effectiveness since businesses aspire to accomplish green objectives and assure employee performance. According to a research, organizations utilize feedback from employees and balance matrix to manage performance evaluations and establish fair green behaviour assessments (Zibarras & Coan, 2015). As green HRM is a new subject, organizations must cluster their efforts to optimize outcomes and develop criteria to assess green performance. So, Green HRM is important for cost-saving, enhancing CSR practices of firms, and employer branding by giving corporate reputation which can be achieved through processes and practices.

IV. EMPLOYEE GREEN BEHAVIOUR

Green HRM researches on individual outcomes has recently received a lot of attention. Green HRM, is studied in connection to performance of employees, like pro-environmental behaviour (Ojo, Tan, & Alias, 2020), environmental passion (Pham, Tučková, & Phan Q, 2019), environmental commitment and green behaviour, for example. It is a competitive edge for businesses to be environmentally sensitive and to use green methods. It is critical for organizations to promote and align behaviour with their green goals, objectives since employees are the primary implementers of green policies and practices (Daily et al., 2009; Ramus & Steger, 2000). Green behaviour refers to the actions of people who are more considerate of the environment. Encouraging employees to do their part to reduce their environmental effect by reducing paper consumption and electricity waste, as well as correctly recycling waste items, is known as green behaviour (EGB) by (Blok et al., 2014).

EGB is supported by management to assist the effective deployment of an environmental measures and to enhance the environmental performance. Dumont et al. (2017) states that this type of eco-friendly behaviour can take two forms: in-role green behaviour or extra-role green behaviour, both of which are unique from one another but nevertheless accord to an organization's environmental performance. There are a number of ways that a person may demonstrate their commitment to environmental stewardship while in the workplace, such as reducing paper waste and recycling responsibly which are under his formal duties known as in-role green behaviour. When an employee's actions go above and beyond what is expected of them in their job description, this is described as extra-role green behaviour (Paillé & Boiral, 2013). Co-workers should be encouraged to engage with green behaviour at workplace, such as turning off the devices and lights while leaving the workspace or reporting water leaks. EGB predictors have been the subject of several researches. These studies have examined both the internal and external aspects of the issue. When it comes to predicting EGB, some researchers looked at the influence of values, attitudes, and norms, while others looked at the sense of organizational support (Paillé & Boiral, 2013). Several studies have examined the influence of leadership principles, notably top management support, as EGB antecedents and green HRM (Graves et al., 2019). Employees in HEIs can follow these behaviours to reduce their environmental impact and contribute to environmental sustainability.

V. EMPLOYEE PARTICIPATION IN SUSTAINABILITY

It has been shown that employee engagement is the catalyst that transforms employee potential into employee performance and organizational achievements (Shaw, 2005). In addition, when individuals are engaged in their work, they utilize and express themselves in a variety of ways, including physically, intellectually, and emotionally (Kahn, 1990). These days, organizations that demonstrate a strong care for the environment are more likely to recruit the best and brightest employees. Jobs in the green economy are concerned with issues of sustainability and environmental work prospects. Increasing the environmental performance of the

organization should become second nature. Participation of employees in green initiatives might be characterized as the amount of effort an employee shares into work duties connected to greening, his or her desire to expend endeavors at going green, and employee's green work absorption (Aboramadan, 2022). This sort of involvement or engagement indicates an employee's cognitive commitment as well as their emotional attachment and the behavioral drives that are necessary to grow an employee's green role performance. The amount of excitement that an employee has for environmentally friendly activities that their employer is implementing, an employee's sense of pride, enthusiasm, support at work regarding the company on environmental sustainability, as well as the degree of connection an employee has to the green practices in the business, all contribute positively to the employee's level of green participation. It is also the responsibility of the organizations to make it possible for its staff members to gain knowledge about environmentally friendly practices and put such practices into practice in order to reduce pollution and address other environmental concerns. (Renwick, Redman, & Maguire, 2013) advocated a number of labor-management strategies and collective bargaining partnerships that would be environmentally friendly.

The emergence of environmentally responsible human resource management has made its way into the employee engagement and management functions of the firm. When it comes to the successful execution of business objectives and programs for human resource management, maintaining positive employee engagement and receiving support from management are very necessary. Some businesses have devised plans to win the employees' support that is necessary for implementing environmental management efforts at the corporate level. The management techniques connected to employee participation in green initiatives are highlighted in Figure 2. Employees are encouraged to participate in environmentally friendly initiatives through the establishment of goals, the formation of teams, the incorporation of environmentally responsible practices into job responsibilities, the monitoring and evaluation of progress toward those goals, and the provision of incentives for environmentally responsible actions.

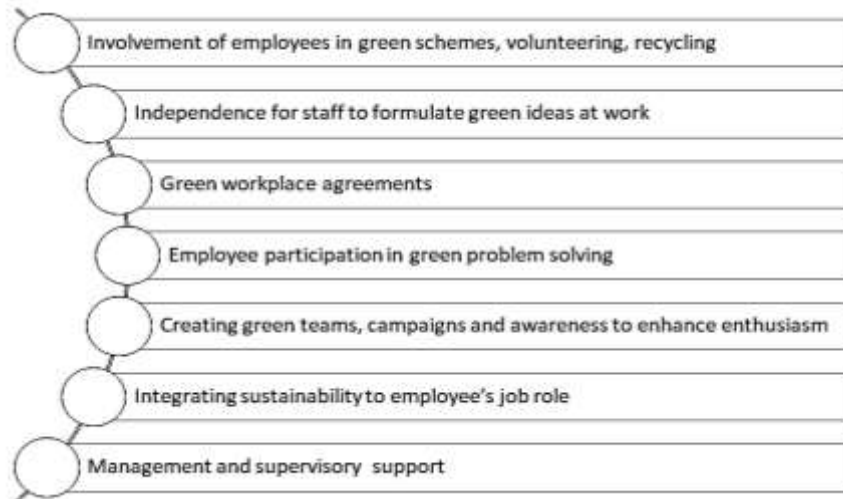


Figure 2: Employee Participation Initiatives

GHRM practices in HEIs promote awareness, enthusiasm, and involvement of workforce in green activities, empowering them to achieve green goals. This heightened sense of empowerment may drive employees to help maintain the environment.

VI. CONCEPTUAL FRAMEWORK

HEIs must go green and train their workers to be environmental advocates. These firms must successfully adopt green HRM operations to improve practices on environment and encourage employee green behavior. HEIs must embrace green system to help workforce with environmental issues. This may increase the organizations' and community's green performance. Higher education HR practitioners should prioritize green HRM practices alongside other HRM functions. Practices in GHRM should incorporate explicit green employment standards through green recruitment and selection, green training and development, green performance evaluation, and effective green rewards. Persons fit approach and AMO (ability-opportunity-motivation) theory have been used to shows correlation between GHRM and EGB (Appelbaum et al., 2000). Sociologists believe that people aim for a favorable social image by affiliating themselves with prominent organizations, by social identity theory (Hogg & Abrams, 1988). For example, adopting Greenhouse gas reduction mechanism is likely to improve the firm's public image as responsible corporate citizen. Increased status and reputation of the firm boosts' employees' value proposition, which increases their affiliation with the firm. Employees that have a stronger sense of belonging to the organization are plausibly to engage in actions that assists the organization's performance and success. Through figure 3, this study provides a conceptual framework for these hypotheses.

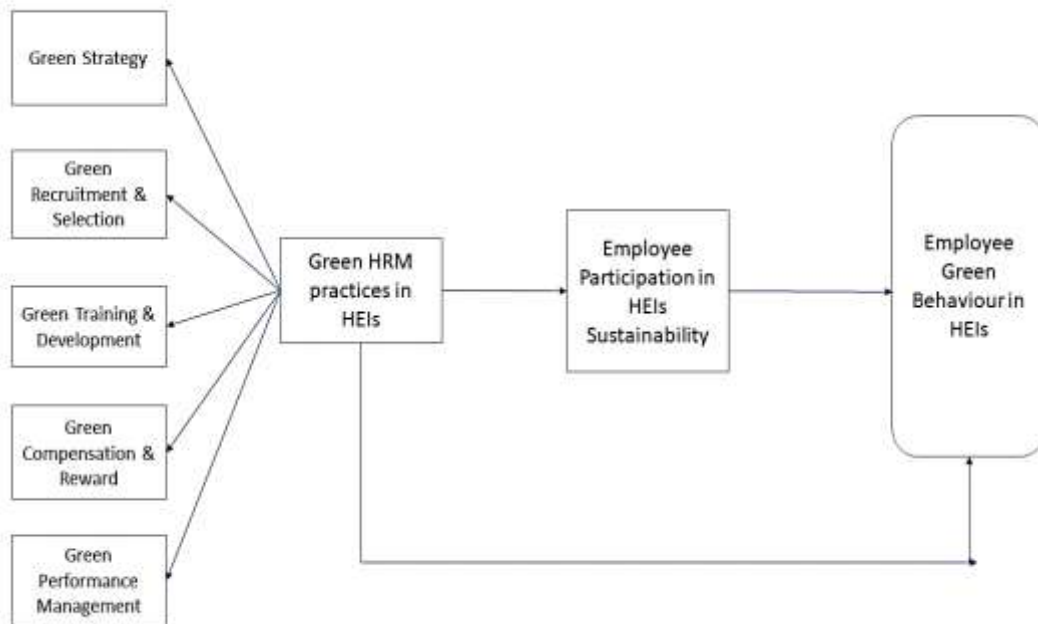


Figure 3: A conceptual framework for the role of green HRM, employee green participation and employee green behaviour

Awareness, training, autonomy, and motivation are needed to promote ecologically responsible behaviour. (Blok et al., 2014) found that employee's views on organization-level support promote green behaviour. These include eco-friendly policies, environment-based performance assessments, green training, and employee engagement. Studies suggest that well-trained, driven and engaged employees enhance environmental sustainability in an organization (Shen, 2017). AMO components are interdependent and cannot work without each other to ensure employee green behaviour (Bos-Nehles et al., 2013). When an employee attains adequate capacity through green recruitment-selection and training, a well-planned green performance management and incentive mechanism is needed to guarantee that such training is used to achieve strategic goals of an organization through motivation. Green participation and engagement allow employees to participate in decision-making and contribute feedback, which makes environmental sustainability initiatives simpler to promote through employee green behaviour. This will motivate employees to adopt green behaviours and urge them to attempt things that might be shaped as novel ideas and green alternatives. Engaged employees are more likely to have positive social interactions with their company. This leads to favourable consequences (Saks, 2006), including green outcomes. Positive GHRM views would thus enhance employee green involvement and, eventually, green results.

VII. CONCLUSION

HEIs must lead a cultural shift by developing courses that include sustainability ideas. In order for student transformation to occur, the culture of the HEIs employees must change. To do this, it is necessary to communicate effectively with a variety of individuals. In general, education is the foundation for success and a critical component in the development of a society that is willing to support a variety of environmental sustainability initiatives. Despite its crucial role in societal transformation, HEIs face a number of obstacles and impediments (e.g., curriculum, ethical standards) both within and outside (e.g., diverse types of stakeholders, political climate, audience's interest). Green HRM includes eco-friendly HR activities and practices to ensure long-term resource efficiency and a more beneficial impact on the environment. When it comes to employee engagement in environmental stewardship, one of GHRM's primary goals is to find out what motivates people to take action. This does not directly impact organizational performance, but it does have an impact on the company's resources, such as human capital and employee behaviours. The effectiveness of an organization's operations is influenced by a variety of factors, including the resources and behaviours described in this article. Employees must, therefore, approach 'Greening' with the appropriate mindset. Having a positive attitude toward environmental sustainability entails having the proper beliefs (cognitive), feelings (affective), and plans for action (behavioural) (Optha & Arulrajah, 2014). HRM plays a vital role in implementing green practices and promoting green employee participation. Green HRM is an environmentally friendly project that improves work productivity, reduces costs, and boosts employee engagement. The study will assist organizations understand how implementing GHRM practices assists in promoting environmental management by engaging workforce in supporting green behaviours. This model in the study validates GHRM as a method for green drives and talent management practices. This will assist HEIs establish a green workforce that will support them to achieve green targets. Organizations should offer employees green training to make them understand green principles and adorn them with skills, experience to triumphantly accomplish the green responsibility. Organizations could also acknowledge employees' green performance results to stimulate green behaviour. To maximize the advantages, employees should be encouraged to participate in the organization's green activities, which will inspire them to come up with novel ideas and contribute meaningfully to the attainment of green goals. Lastly, employees should become aware on the organization's green activities to foster environmental sustainability.

REFERENCES

- [1] Ababneh, O. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 1-23.
- [2] Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. *International Journal of Organizational Analysis*, 30(1), 7-23.
- [3] Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. (2000). *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*. Ithaca: Cornell University Press.
- [4] Bangwal, D., Tiwari, P., & Chamola, P. (2017). Green HRM, work-life and environment performance. *International Journal of Environment, Workplace and Employment*, 4(3), 244-268.
- [5] Bell, D. (2016). Twenty-first century education: Transformative education for sustainability and responsible citizenship. *J. Teach. Educ.*, 18, 48-56.
- [6] Blok, V., Wesselink, R., Studynka, O., & Kemp, R. (2014). Encouraging sustainability in the workplace: a survey on the pro-environmental behaviour of university employees. *Journal of Cleaner Production*, 106, 55-67.
- [7] Bos-Nehles, A. C., Van Riemsdijk, M. J., & Kees Looise, J. (2013). Employee perceptions of line management performance: applying the AMO theory to explain the effectiveness of line managers' HRM implementation. *Human Resource Management*, 52(6), 861-877.
- [8] Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*, 48(2), 243-256.
- [9] Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: the role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613-627.
- [10] Fehlner, W. (2019). Educating for sustainability: The crucial role of the tertiary sector. *Journal of Sustainability Development*, 12(2), 18-28.
- [11] Findler et al. (2019). The impacts of higher education institutions on sustainable development: A review and conceptualisation. *International Journal of Sustainability and Higher Education*, 23-38.
- [12] Gatti, L., Ulrich, M., & Seele, P. (2009). Education for sustainable development through business simulation games. *Journal of Cleaner Production*, 207, 667-678.
- [13] Graves, L. M., Sarkis, J., & Gold, N. (2019). Employee proenvironmental behavior in Russia. *Resources, Conservation and Recycling*, 140, 54-64.
- [14] Hogg, M. A., & Abrams, D. (1988). *Social Identifications: A Social Psychology of Intergroup Relations and Group Processes*. London: Routledge.
- [15] Hooi, K. K., Hassan, F., & Mat, M. C. (2012). An Exploratory Study of Readiness and Development of Green University Framework in Malaysia. *Procedia Social and Behaviour Science*, 50, 525-536.
- [16] Jabbour, C. C., Santos, F. A., & Nagano, M. S. (2008). Environmental management system and human resource practices. *Journal of Cleaner Production*, 16(17), 1922-1925.
- [17] Jabbour, J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? *Ind. Commer. Train*, 43(2), 98-105.
- [18] Kahn, W. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy Of Management Journal*, 33(4), 692-724.
- [19] Khan, M., & Zubair, S. S. (2013). Sustainable development: The role of green HRM. *International Journal of Management Reviews*, 15(1), 1-14.
- [20] Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The Effect of Green Human Resource Management on Hotel Employees' Eco-Friendly Behavior and Environmental Performance. *International Journal of Hospitality Management*, 76, 83-93.
- [21] Kramar, R. (2014). Beyond Strategic Human Resource Management: Is Sustainable Human Resource Management the Next Approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089.
- [22] Littledyke, M., Manolas, E., & Littledyke, R. A. (2013). A systems approach to education for sustainability in higher education. *International Journal of Sustainability and Higher Education*, 367-383.
- [23] Moser, S., & Kleinhüchelkotten, S. (2017). Good intents, but low impacts: Diverging importance of motivational and socio-economic determinants. *Environmental Behaviour*, 626-656.
- [24] Ojo, A. O., Tan, C. L., & Alias, M. (2020). Linking green HRM practices to environmental performance through pro-environment behaviour in the information technology sector. *Social Responsibility Journal*.
- [25] Optha, H., & Arulrajah, A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*, 7(8), 101-112.
- [26] Paillé, P., & Boiral, O. (2013). Pro-environmental behavior at work: construct validity and determinants. *Journal of Environmental Psychology*, 36, 118-128.
- [27] Pham, N. T., Tučková, Z., & Phan Q, P. T. (2019). Greening human resource management and employee commitment toward the environment: an interaction model. *Journal of Business Economics and Management*, 20(3), 446-465.
- [28] Ramus, C. A., & Steger, U. (2000). The roles of supervisory support behaviors and environmental policy in employee ecoinitiatives. *The Academy of Management Journal*, 43(4), 605-626.

- [29] Renwick, D. S., Redman, T., & Maguire, S. (2013). Green human resource management: a review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- [30] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- [31] Shaw, K. (2005). An engagement strategy process for communicators. *Strategic Communication Management*, 9(3), 26-29.
- [32] Shields, R. (2019). The sustainability of international higher education: Student mobility and global climate change. *Journal of Cleaner Production*, 217, 594-602.
- [33] Simsar, A. (2021). Young children's ecological footprint awareness and environmental attitudes in Turkey. *Child Industrial Research*.
- [34] Tang, G. Y., Chen, Y. J., Paille, P., & Jia, J. (2018). Green Human Resource Management Practices: Scale Development and Validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.
- [35] Uddin (2015). Green HRM: Goal Attainment Through Environmental Sustainability. *The Journal of Nepalese Business Studies*, 14-17.
- [36] Zibarras, L. D., & Coan, P. (2015). HRM practices used to promote pro-environmental behavior: a UK survey. *International Journal Human Resource Management*, 26(16), 2121-2142.
- [37] Zoogah, D. (2011). The Dynamics of Green HRM Behaviors: A Cognitive Social Information Processing Approach. *Journal of Human Resource Management*, 25, 117-139.