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## Research Article

### Green Human Resource Management, Organizational Citizenship Behavior Towards the Environment, And Business Sustainability among Selected Construction Companies in Cebu City, Philippines

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#### ABSTRACT

This study investigated the correlation between Green Human Resource Management (GHRM), Organizational Citizenship Behavior towards the Environment (OCBE), and Business Sustainability among selected construction companies in Cebu City. The study utilized a descriptive-correlational-comparative approach with the participation of 102 heads and staff of selected construction companies in Cebu City. The selected statistical treatments showed a positive relationship among the three indicators, meaning they can significantly influence organizational performance and shape the organizational culture. Also, the study's findings revealed that behavior towards green practices is contingent upon the organization's commitment to the goals of GHRM and OCBE, which can affect business sustainability. With that in mind, the researchers have concluded that green human resource management practices have become a part of the organization's mindset. Both management and employees value GHRM indicators, reflected in their behavior towards the environment and business sustainability practices. Furthermore, the study recommends that the construction companies that participated in the research should adopt the sustainability framework created by the researchers.

**Keywords:** *Green Human Resource Management, Organizational Citizenship Behavior toward the Environment, Business Sustainability, Heads and Staff, Cebu City*

#### Introduction

The past century and a half of global industrial development has significantly impacted environmental problems in many countries worldwide, as per Watson and Tidd (2018).

The damaging repercussions of those industrial processes endangered not only the environment but also the economic and social well-being on a worldwide scale. Due to the

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enormous effects that global warming and climate change have had on people's lives, businesses need to pay more attention to environmental issues (Jabbour & de Sousa Jabbour, 2016). Most businesses were obliged to implement environmentally friendly practices because of the increasing demand from numerous stakeholders, including customers, governments, and environmental activists. Improving their capacity to address stakeholders' environmental concerns is crucial for business success and longevity, as highlighted by Madsen and Ulhøi (2019).

Across various industries, business processes can negatively impact the environment. Fortunately, many responsible businesses, including those in construction, have taken proactive measures to minimize their ecological footprint. Acknowledging that human actions within the construction industry can contribute to environmental harm and degradation is essential. As a result, businesses across the globe have recognized the urgent need to prioritize environmental sustainability and have adjusted their corporate strategies, accordingly, including those in construction.

According to a study, the global construction sector emitted 5.7 billion tons of CO<sub>2</sub> in 2009, contributing to 23% of the total CO<sub>2</sub> emissions produced by all economic activities worldwide. It was found that 94% of the total CO<sub>2</sub> emissions from the global construction sector were indirect emissions (Huan et al., 2018). Another study claimed that the construction sector is responsible for a minimum of one-third of all resource consumption worldwide, including 12% of all freshwater usage (Taipale, 2012). Also, the construction and operation of buildings account for 25-40% of the produced energy consumption, contributing to approximately 30-40% of all carbon dioxide (CO<sub>2</sub>) emissions. Moreover, around 30-40% of solid waste comes from construction activities. To overcome these obstacles, a focus was needed on the major drivers that could help achieve sustainable business goals, such as green human resource management (GHRM) and organizational citizenship behavior towards the environment (OCBE).

The term "green human resource management" (GHRM) refers to an organization's commitment to preserving nature and promoting sustainable development in its business policies and human resource management activities. It primarily involves integrating environmental considerations into human resource management-related policies and practices. Green human resource management involves sustainably managing human resources by paying attention to environmental aspects to ensure the preservation of nature. According to Nawangsari and Wardhani (2022), it also entails the participation of all employees in enhancing environmental performance and promoting sustainable development. Therefore, GHRM emphasizes the importance of employee involvement and engagement in environmental sustainability. Carolina et al. (2022) also stressed that this approach involves the organization's broader environmental policy commitment.

When employees assist firms in implementing green policies and achieving green objectives, the organization demonstrates its commitment and citizenship behavior toward the environment (Raineri & Paillé, 2016). Organizational Citizenship Behavior towards the Environment (OCBE) refers to the voluntary behavior of employees that increases organizational efficiency and contributes to environmental performance without being motivated by rewards or awards (Gupta & Gupta, 2019). Also, employees who exhibit organizational citizenship behavior towards the environment go beyond the requirements of their jobs to enhance the environmental performance within their organization (Norton et al., 2014). These discretionary actions, although not explicitly stated in job descriptions, can have a significant impact when combined with the efforts of individual employees. The environmentally friendly behavior of employees is becoming crucial for businesses across all industries, including the construction sector.

Moreover, the primary objective of this study is to acquire valuable insights into the relationship between green human resource management (GHRM) and organizational citizenship behavior towards the environment

(OCBE) and their impact on the business stability of selected construction companies in Cebu City. The study aims to identify green human resource management practices that can enhance organizational citizenship behavior towards the environment (OCBE) within an organization and determine the specific organizational citizenship behavior towards the environment (OCBE) practices that can contribute to improved environmental performance in the construction industry.

While the significance of voluntary and unrewarded green initiatives in organizational citizenship behavior towards the environment has been emphasized, the measurement and validation of this concept remain unexplored. Additionally, green human resource management has yet to be widely integrated into our traditional practices in many situations in the past. Environmental considerations have yet to be incorporated into recruitment, hiring, and other aspects of human resources. However, adopting green human resource management in a business relies on employee collaboration and the company's implementation of environmental policies and human resource management practices. It has been discovered that most organizations, including the construction industry in Cebu City, do not currently support such initiatives.

The main researcher has developed their competence in a variety of ways. They have read extensively on international and local human resource management literature, studied relevant journals and references, and actively participated in human resource management seminars and webinars. Additionally, the main researcher holds an engineering degree, and an MBA, and recently achieved Lean Six Sigma certification. They also teach selected subjects in human resource management and mathematics at higher education institutions. These experiences, combined with the selected variables for the study, have contributed to the researcher's expertise. The study was made possible with the help of a competent research adviser and the dean of graduate studies, who were also the study's co-authors.

In addition, the main researcher's interest goes beyond the completion of this study. The main researcher aspires to make a meaningful

contribution to the understanding and application of green human resource management practices through organizational citizenship behavior towards the environment, with the ultimate objective of enhancing the environmental performance and resilience of business organizations, thereby bolstering their competitive advantage in the industry. Consequently, the main researcher is genuinely committed to developing a program, along with its policies and activities, that can play a pivotal role in elevating the current levels of organizational behavior within an organization.

### Research Objectives

This study aimed to assess the extent of Green Human Resources Management (GHRM) practices, Organizational Citizenship Behavior towards the Environment (OCBE), and Business Sustainability among selected construction companies in Cebu City in 2023.

This study aims to create a business sustainability framework for the construction industry. Specifically, the following objectives addressed the endpoint of the study:

1. To measure to what extent Green Human Resources Management is practiced as perceived by the heads and the staff in terms of:
  - 1.1. Management of organizational culture;
  - 1.2. Recruitment and selection;
  - 1.3. Training and development;
  - 1.4. Performance management and appraisal;
  - 1.5. Reward and compensation; and
  - 1.6. Employee empowerment and participation.
2. To determine to what extent Organizational Citizenship Behavior towards the Environment is practiced as perceived by the heads and the staff in terms of:
  - 2.1. Helping;
  - 2.2. Sportsmanship;
  - 2.3. Organizational loyalty;
  - 2.4. Individual initiative; and
  - 2.5. Self-development.
3. To identify to what extent business sustainability is practiced as perceived by the heads and the staff.

4. To test significant relationship between:
  - 4.1. The level of Green Human Resources Management and Organizational Citizenship Behavior towards the Environment;
  - 4.2. The level of Green Human Resources Management and Business Sustainability and
  - 4.3. The level of Organizational Citizenship Behavior towards the Environment and Business Sustainability.
5. To test the significant differences in the perceptions of Green Human Resources Management, Organizational Citizenship Behavior towards the Environment, and Business Sustainability when grouped according to the:
  - 5.1. Staff; and
  - 5.2. Heads.
6. To determine which among the Green Human Resources Management and Organizational Citizenship Behavior towards the Environment variables predict Business Sustainability.
7. To generate a business sustainability framework for the construction industry based on the study's findings.

## Methods

### Design

The study employed a descriptive-correlational-comparative research design, utilizing a quantitative approach. The research explored the potential interplay among the three variables under consideration. A non-causal comparative approach using quantitative data was also investigated, comparing the responses of two groups of respondents.

A survey questionnaire was developed based on various sources and was validated in terms of its content. Furthermore, an interview guide was created to gather qualitative data on other factors that might influence the variables examined in this research. The data collected from the survey questionnaire and the information gathered from interviews provided valuable inputs for developing a business sustainability framework for the construction industry.

### Setting

The research locale of the study was Cebu City, with employees from two construction companies, Company A and Company B, serving as the main study's locus. These construction companies also strive to implement sustainable practices in their projects, ensuring that they contribute to a greener future for the city.

Cebu City's construction companies continue to significantly impact shaping the landscape and driving economic growth in the metropolis. The city has numerous construction companies with a wide range of expertise, from residential to commercial construction. A constant demand for infrastructure development, such as new facilities and transportation systems, has allowed construction companies to thrive. Over the years, Cebu City's construction industry has experienced steady growth, attracting the interest of both local and foreign investors.

### Respondents

The respondents for this study consisted of the heads and staff members from selected construction companies located in Cebu City. The selection criteria for this study were based on the following Inclusion-Exclusion Criteria:

The following are the inclusion parameters considered in this research:

1. Must have been a bonafide employee of any selected construction company within Cebu.
2. Must have been of legal age.
3. Must have been a full-time or regular employee.
4. Must have had a tenure of at least two (2) years.
5. Must have been willing to participate.
6. Must have provided voluntary consent.

Individuals who did not meet the above-mentioned criteria were excluded from the research.

Table 1. The Study's Respondents

Respondent's Category	n	%
Head	5	4.91%
Staff	97	95.09%
<b>Total</b>	<b>102</b>	<b>100%</b>

**Instrument**

Four (4) parts of the instruments are considered in this research, three (3) of which are quantitative and will use questionnaires. The fourth part is a qualitative component consisting of a simple open-ended question. The questionnaire source for each part is discussed below and on the following pages.

**Part 1: Extent of Practice of Green Human Resources Management**

The tool for assessing the extent of the practice of green human resources management (GHRM) is taken from the published doctoral dissertation of Danilo Y. Patalinghug from the University of the Visayas in 2021. The dissertation titled "Green Human Resource Management and Organizational Citizenship Behavior Towards the Environment: Business Sustainability Theory" was patterned after the study conducted by Hiba Awad Masri from the Faculty of Graduate Studies of An-Najah National University in Nablus, Palestine. Masri's study is titled "Assessing Green Human Resources Management Practices in West Bank: An Exploratory Study." The questionnaire comprises six (6) parts or indicators: management and organizational culture, recruitment and selection, training and development, performance management and appraisal, reward and compensation, and employee empowerment and participation. All items or indicators for each Green Human Resources Management factor sub-variable were used without modification.

**Part 2: Extent of Practice of Organizational Citizenship Behavior Towards the Environment (OCBE)**

The tool for assessing the extent of the practice of organizational citizenship behavior towards the environment (OCBE) is also taken from the published doctoral dissertation of Danilo Y. Patalinghug from the University of the

Visayas in 2021. The dissertation, "Green Human Resource Management and Organizational Citizenship Behavior Towards the Environment: Business Sustainability Theory," was based on the study by Olivier Boiral and Pascal Paille, published in the Journal of Business Ethics in 2012. Boiral and Paille's study is titled "Organizational Citizenship Behavior for the Environment: Measurement and Validation."

All items or indicators for each sub-variable in Organizational Citizenship Behavior Towards the Environment (OCBE) were used without modification. Five (5) parts or indicators of the questionnaire under OCBE: sportsmanship, organizational loyalty, helping, individual initiative, and self-development.

**Part 3: Business Sustainability**

The tool for assessing the business sustainability variable is taken from the doctoral dissertation of Danilo Patalinghug from the Graduate School of Business of the University of the Visayas in 2021. The dissertation, titled "Green Human Resources Management and Organizational Citizenship Behavior towards the Environment: Business Sustainability Theory," was based on the study conducted by Marita Raderbauer from the University of Exeter in the United Kingdom for her Master of Science degree in 2011. Raderbauer's study is titled "The Importance of Sustainable Business Practices in the Viennese Accommodation Industry."

Specifically, only the items in Section 4 (Sustainable Business Practices in your Business) of Raderbauer's paper were considered. However, some things were slightly modified to suit the specific environment of this research. The researcher tried contacting the original proponent to seek permission to use the tool in the study. The tool's usage is limited to what is deemed acceptable in the researcher's chosen research environment.

While the tools considered in the research were all derived from existing and published studies, the researcher conducted a content validity test to enhance rigor further. The content validity test determines if the behavior, construct, or area is adequately represented. The researcher selected professionals in the field of business management as selected as content validators.

**Scoring Procedure**

This section outlines the scoring procedures for the data analysis phase of this research, focusing on three major variables: green human resources management, organizational citizenship behavior towards the environment, and business sustainability. These variables will be assessed using a four-point scale to determine their values.

Table 2. Study's Scoring Procedure and Interpretation

Scale	Range	Descriptive Equivalent	Interpretation
4	(3.26-4.00)	Highly Practiced	GHRM, OCBE, and Business Sustainability are always practiced
3	(2.51-3.25)	Practiced	GHRM, OCBE, and Business Sustainability are practiced often
2	(1.76- 2.50)	Less Practiced	GHRM, OCBE, and Business Sustainability are practiced sometimes
1	(1.0- 1.75)	Not Practiced at All	GHRM, OCBE, and Business Sustainability are not practiced at all

**Data Gathering Procedure**

The main research proponent sought the approval of the Dean of the Center for Advanced Studies of the College of Management, Business, and Accountancy to conduct this study. Upon supporting the research proposal, the proponents drafted a permission letter addressed to the companies included in this research, seeking permission to conduct the investigation. Data was gathered per-department basis, with the assistance of the researchers' assigned personnel, to ensure easy progress monitoring.

Once the data had been retrieved, the following steps involved organizing, tabulating, and conducting statistical treatment and analysis. To ensure the accuracy and reliability of the quantitative data, the researchers enlisted the assistance of a competent statistician during this phase. Tables and graphs were constructed and presented to support the sub-problems addressed in the study.

**Data Analysis**

The following were the statistical treatments employed in the study, namely:

A simple frequency and percentage were used for the employees' profile information.

The weighted mean was also used to measure the extent of green human resources management practices, organizational citizenship behavior towards the environment, and business sustainability.

For determining the possible relationship among the three major variables (green human resources management, organizational citizenship behavior towards the environment, and business sustainability), the Pearson Product Moment Correlation Coefficient (Pearson r) was utilized.

Meanwhile, to assess the differences in perceptions among the participants when grouped according to officers, teaching, and non-teaching staff on the three considered variables, the one-way Analysis of Variance (1-way ANOVA) was used.

Simple regression analysis was employed to explore which of the two independent variables, namely green human resource management and organizational citizenship behavior towards the environment, predicted the dependent variable of business sustainability.

The collated data formed the basis for discussion and analysis, and they also served as inputs for developing a sustainability framework for the construction industry, which was the terminal requirement of this research.

### Ethical Protocols

The researchers placed a significant emphasis on ethical considerations, particularly regarding data collection. They upheld principles of social responsibility, objectivity, non-discrimination, and child welfare throughout the distribution of questionnaires. The researchers provided consistent and unbiased responses to maintain impartiality, avoiding personal biases or affiliations. Additionally, the researchers raised awareness about ethical

principles and their positive impact on employees and the environment.

After receiving the necessary consent, the researchers informed each respondent about the study's purpose, rationale, and their own identity. They discussed the potential benefits of the study and emphasized the importance of the participant's role. It was also clear that respondents had the right to refuse participation in the study at any time.

### Result and Discussion

Table 3. Green Human Resource Management Practices as Perceived by the Respondents

Green Human Resource Management Practices	Mean	Standard Deviation	Interpretation
Management of Organizational Culture	3.24	0.40	Practiced Often
Recruitment and Selection	3.15	0.52	Practiced
Training and Development	3.22	0.44	Practiced
Performance Management and Appraisal	3.14	0.44	Practiced
Reward and Compensation	3.15	0.58	Practiced
Employee Empowerment and Encouragement	3.24	0.42	Highly Practiced
<b>Overall Mean</b>	<b>3.19</b>	<b>0.47</b>	<b>Practiced Often</b>

Table 3 shows green human resource management practices among the respondents. The highest mean of 3.24 indicates that the organization highly practiced sustainability. Employees had autonomy and control in day-to-day activities, creating an environment that encouraged environmental management. This culture needs to thrive to benefit all members of the organization.

The lowest mean in the table is 3.14, indicating that sustainability is frequently practiced in performance management and appraisal towards green human resource management. This suggests a positive relationship between job performance, organizational performance, and the company's implementation of environmental awareness in its evaluation process.

Based on the assessment, the organization's overall mean score is 3.19, which is classified as

"practiced." This score includes various indicators such as organizational culture management, recruitment and selection, training and development, performance management and appraisal, rewards and compensation, and employee engagement and participation.

Several studies have reported a positive correlation between the implementation of green human resource management practices and the environmental performance of an organization (Carolina et al., 2022; Roscoe et al., 2019; Siyambalapitiya et al., 2018; Masri & Jaaron, 2017). Additionally, research has suggested that these practices can lead to increased social sustainability (Amrutha & Geetha, 2020) and encourage employees to demonstrate environmentally friendly behavior in the workplace (Zhang et al., 2019).

Table 4. Organizational Citizenship Behavior Practices Towards the Environment as Perceived by the Respondents

Organizational Citizenship Behavior Practices towards the Environment	Mean	Standard Deviation	Interpretation
Helping	3.33	0.51	Highly Practiced
Sportsmanship	3.35	0.48	Highly Practiced
Organizational Loyalty	3.35	0.48	Highly Practiced
Individual Initiative	3.30	0.54	Highly Practiced
Self-Development	3.36	0.48	Highly Practiced
Overall Mean	<b>3.34</b>	<b>0.50</b>	<b>Highly Practiced</b>

Table 4 shows how organizations contribute to the environment in different areas. The survey indicates that these behaviors are highly practiced, with an overall mean score of 3.34, implying that the two participating firms intensely practice organizational citizenship towards the environment. "Self-development" received the highest score of 3.36, associated with improving skills and knowledge related to the environment. It is crucial to enhance our competencies for a positive impact continuously.

On the other hand, the lowest weighted average is 3.30 for "individual initiative." This indicates that individuals' participation in environmental efforts in their daily work plays a significant role in developing environmental improvements in the workplace. However, it requires some additional effort to create a noticeable difference. The cultural environment surrounding individuals significantly impacts their personality development by helping them realize their potential to achieve meaningful goals. Employees who exhibit organizational citizenship behavior towards the environment (OCBE) go beyond the requirements of their jobs to enhance environmental performance

within their organization (Norton et al., 2014). OCBE is crucial for organizational performance because an organization must rely on more than formal job descriptions to anticipate all organizational behaviors.

Several scholarly works back up the study's findings. For instance, two studies discovered that OCBE is a mediating factor in the link between green supply chain management practices and performance (Azam et al., 2022) and between corporate social responsibility and green human resource management practices (Malik et al., 2021). According to a study by Lamm et al. (2013), OCB has been found to correlate positively with the environment, perceived organizational support, affective commitment, and beliefs in sustainability. The study highlights the importance of OCB in promoting sustainable practices within organizations. The findings suggest that employees who engage in OCB are more likely to be environmentally conscious, committed to the organization, and have a positive perception of the support provided by the organization. Therefore, organizations must encourage and recognize OCB as a valuable contribution towards a sustainable future.

Table 5. Business Sustainability Practice as Perceived by the Respondents

Indicators	Mean	Standard Deviation	Interpretation
Take measures to reduce energy consumption.	3.34	0.48	Highly Practiced
Implement recycling and composting programs in all departments.	3.39	0.49	Highly Practiced
Introduced water-saving measures in all departments.	3.36	0.55	Highly Practiced
Purchase environmentally friendly products (e.g., ecological detergents, unbleached fabrics, reusable items)	3.39	0.49	Highly Practiced



Indicators	Mean	Standard Deviation	Interpretation
Encourage eco-friendly behavior through awareness raising and information.	3.36	0.57	Highly Practiced
Develop business plans to ensure long-term profitability and financial viability of the business.	3.36	0.53	Highly Practiced
Focus on buying local products.	3.35	0.55	Highly Practiced
Strive for business growth through product innovation and quality.	3.09	0.72	Practiced
Have a long-term commitment to all our employees and encourage their personal and professional development through training, career planning, equal promotion opportunities, etc.	3.21	0.68	Practiced
Value our staff through pay levels, employment benefits, and rewards over the legal minimum requirements.	3.42	0.51	Highly Practiced
Sponsor and support at least one community action or group.	3.32	0.6	Highly Practiced
The school has a formal policy about its sustainable business practices.	3.38	0.49	Highly Practiced
We have clearly defined indicators and strategies for our sustainable business practices.	3.38	0.49	Highly Practiced
We regularly monitor our sustainable business practices.	3.38	0.5	Highly Practiced
We regularly report our sustainable business performance to our employees.	3.38	0.52	Highly Practiced
We regularly report our sustainable business performance to external stakeholders, such as investors, the community, and the public.	3.25	0.64	Highly Practiced
We strive to develop strategies to improve our sustainable business performance.	3.38	0.49	Highly Practiced
<b>Overall Mean</b>	<b>3.34</b>	<b>0.5</b>	<b>Highly Practiced</b>

The table above shows survey results on business sustainability, with an overall mean of 3.34, indicating highly practiced sustainability activities. Business sustainability is a corporate strategy prioritizing a business's ethical, social, environmental, cultural, and economic aspects. It aims to create lasting value for stakeholders while minimizing adverse environmental impact.

Sustainability has been defined by Higgins and Coffey (2016) as a development that caters to the prevailing needs without compromising the ability of future generations to fulfill their own needs. This approach can be measured through economic, social, and environmental

components, creating a robust business model and practices (Svensson & Wagner, 2015). This not only maximizes the use of material and energy but also creates value from waste, replaces non-renewable energy sources with renewable ones, and promotes sufficiency (Bocken et al., 2014). From a small business's perspective, an extensive entrepreneurial orientation towards sustainability leads to proactive practices that help firms stand out in the market (Roxas et al., 2017). Holland (2018) concluded that, regardless of the business size, implementing sustainable practices contributes to employee engagement with customers and management.

Table 6. Correlation of Green Human Resource Management Practices and Organizational Citizenship Behavior towards the Environment

Green Human Resource Management Practices	Organizational Citizenship Behavior Towards the Environment	X <sup>2</sup> Value	Cramer's V	p-value	Decision
Management and Organizational Culture	Helping:	34.90	.556	.000	Reject Ho
	Sportsmanship	22.21	.443	.000	Reject Ho
	Organizational Loyalty	19.46	.415	.000	Reject Ho
	Individual Initiative	27.67	.497	.000	Reject Ho
	Self-development	20.79	.429	.000	Reject Ho
Recruitment & Selection	Helping:	113.0	1.00	.000	Reject Ho
	Sportsmanship	56.29	.650	.000	Reject Ho
	Organizational Loyalty	43.88	.623	.000	Reject Ho
	Individual Initiative	40.41	.598	.000	Reject Ho
	Self-development	45.76	.639	.000	Reject Ho
Training & Development	Helping:	93.43	.909	.000	Reject Ho
	Sportsmanship	61.83	.739	.000	Reject Ho
	Organizational Loyalty	57.09	.711	.000	Reject Ho
	Individual Initiative	52.96	.685	.000	Reject Ho
	Self-development	59.30	.724	.000	Reject Ho
Performance Management and Appraisal	Helping:	93.47	.910	.000	Reject Ho
	Sportsmanship	62.11	.741	.000	Reject Ho
	Organizational Loyalty	57.69	.715	.000	Reject Ho
	Individual Initiative	53.71	.689	.000	Reject Ho
	Self-development	59.84	.728	.000	Reject Ho
Reward & Compensation	Helping:	87.35	.879	.000	Reject Ho
	Sportsmanship	32.80	.539	.000	Reject Ho
	Organizational Loyalty	29.68	.513	.000	Reject Ho
	Individual Initiative	26.96	.488	.000	Reject Ho
	Self-development	31.19	.707	.000	Reject Ho
Employee Empowerment and Participation	Helping:	113.00	1.00	.000	Reject Ho
	Sportsmanship	46.95	.645	.000	Reject Ho
	Organizational Loyalty	42.85	.616	.000	Reject Ho
	Individual Initiative	39.13	.588	.000	Reject Ho
	Self-development	44.85	.630	.000	Reject Ho
<b>GHRM</b>	<b>OCBE</b>	<b>56.92</b>	<b>.667</b>	<b>.000</b>	<b>Reject Ho</b>

Table 6 above shows the correlation between green human resource management practices and organizational citizenship behavior towards the environment. The results of the correlation among the two variables show significant relationships. It is indicated in the table that green human resource management had a strong relationship with organizational citizenship behavior towards the environment ( $r = .667, p = 0.000$ ). The results indicate that the null hypotheses should be rejected, suggesting that there are strong relationships

among the two variables. This implies that green human resource management has a significant association with OCBE. This indicates that employees' OCBE can be influenced by the level of GHRM training implemented in the organization. Therefore, these relationships are significant. Organizational citizenship behavior towards the environment (OCBE) and Green human resource management (GHRM) have shown a significant correlation, highlighting the crucial role of human resources in fostering positive workplace dynamics. Employees who

actively engage in OCBE, such as voluntary tasks beyond their job descriptions or supporting their colleagues, often reflect the effectiveness of a well-implemented GHRM strategy. A comprehensive GHRM approach, encompassing aspects like organizational culture management, recruitment and selection, training and development, performance management and appraisal, reward and compensation, employee empowerment and participation, can foster a workplace culture that encourages OCBE. This correlation emphasizes the need for human resource management to cultivate an environment where employees feel valued and empowered, consequently enhancing their commitment to organizational goals, and fostering a more productive and cohesive work environment. Green HRM practices impact employee development via motivational, social, and psychological mechanisms, including OCBE (Alnajdawi et al., 2017). The dimensions of green HRM practices indicate the strength of OCBE.

Several papers corroborate the positive correlation between green human resource

management and organizational citizenship behavior towards the environment. In a hotel setting, implementing green human resource management practices has been shown to positively impact the citizenship behavior of employees within the organization. This is achieved through training programs that foster employees' green behavior (Pham et al., 2019). Similarly, in petroleum refineries, green human resource management has been found to have a positive relationship with organizational citizenship behavior towards the environment. Therefore, promoting such behaviors is crucial for organizations, not just from an environmental standpoint but also from the corporate sustainability perspective (Khalid et al., 2021).

Moreover, several studies have discovered a positive correlation between implementing GHRM (Green Human Resource Management) and OCBE (Organizational Citizenship Behavior towards the Environment). They concluded that this correlation substantially impacts the organization's performance (Wu et al., 2022; Lu et al., 2022; Hooi et al., 2021; Luu, 2019).

Table 7. Correlation of Business Sustainability with Green Human Resource Management Practices and Organizational Citizen Behavior toward the Environment

Pair of Variables	X <sup>2</sup> Value	Cramer's V	p-value	Decision	
<b>Business Sustainability and ...</b>	Organizational Citizenship Behavior <b>Towards</b> the Environment				
	Helping:	32.64	.537	.000	Reject Ho
	Sportsmanship	76.72	.824	.000	Reject Ho
	Organizational Loyalty	69.44	.784	.000	Reject Ho
	Individual Initiative	62.83	.746	.000	Reject Ho
	Self-development	87.14	.878	.000	Reject Ho
	Overall Correlation	76.71	.824	.000	Reject Ho
<b>Business Sustainability and ...</b>	Green Human Resource Management Practices				
	<b>Management and Organizational Culture</b>	25.91	.479	.000	Reject Ho
	<b>Recruitment &amp; Selection</b>	34.49	.553	.000	Reject Ho
	<b>Training &amp; Development</b>	45.73	.636	.000	Reject Ho
	<b>Performance Management &amp; Appraisal</b>	46.83	.644	.000	Reject Ho
	<b>Reward &amp; Compensation</b>	22.53	.447	.000	Reject Ho
	<b>Employee Empowerment &amp; Participation</b>	32.64	.537	.000	Reject Ho
	<b>Overall Correlation</b>	<b>35.53</b>	<b>.561</b>	<b>.000</b>	<b>Reject Ho</b>

Table 7 above shows the correlation between business sustainability with green management practices and organizational citizenship behavior towards the environment. The results show a significant relationship and a positive correlation between OCBE and business sustainability. The table indicates the pattern of organizational citizenship behavior towards the environment ( $r=.824$ ,  $p = 0.000$ ). The correlation between business sustainability and organizational citizenship behavior towards the environment indicates that employees actively engage in environmentally responsible actions beyond their formal job requirements. The table above also shows a positive correlation between GHRM and business sustainability. The table indicates the overall practice of GHRM towards business sustainability ( $r=.561$ ,  $p = 0.000$ ). This implies that the positive correlation between business sustainability and GHRM practices suggests that the company is environmentally conscious and mindful of the economic benefits associated with sus-

tainability initiatives. The results above indicate that the null hypotheses should be rejected, suggesting that there are strong relationships among the variables. This implies that the company is strategically aligning its operations with environmental concerns, leading to potential benefits in terms of reputation, cost savings, regulatory compliance, and overall business sustainability. Moreover, a study claimed that Organizational citizenship behavior can address environmental issues for sustainable development (Boiral & Paillé, 2012).

Ample research supports the findings in Table 7, particularly regarding the relationship between the three variables. One study conducted in the context of Malaysian manufacturing firms found that green human resource management practices significantly impacted sustainable performance. This relationship was partially mediated by organizational citizenship behavior toward the environment (Khan et al., 2021).

Table 8. Summary of the Relationship among the Main Variables of the Study

		Practice of Green Human Resource Management	The Practice of Organizational Citizenship Behavior Towards the Environment	Practice of Business Sustainability
<i>Practice of Green Human Resource Management</i>	Pearson r	<b>1</b>	<b>.745**</b>	<b>.727**</b>
	p-value		<b>0.000</b>	<b>0.000</b>
<i>The Practice of Organizational Citizenship Behavior Toward the Environment</i>	Pearson r	<b>.745**</b>	<b>1</b>	<b>.931**</b>
	p-value	<b>0.000</b>		<b>0.000</b>
<i>The Practice of Business Sustainability</i>	Pearson r	<b>.727**</b>	<b>.931**</b>	<b>1</b>
	p-value	<b>0.000</b>	<b>0.000</b>	

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Presented in Table 8 above are the relationships among the three main variables of the study: the practice of green human resource

management, the practice of organizational citizenship behavior towards the environment, and the practice of business sustainability

among the respondents. The results of the correlation among the three main variables show significant relationships. It is indicated in the table that the practice of green human resource management had a strong relationship with the practice of organizational citizenship behavior towards the environment ( $r = 0.745, p = 0.000$ ) and the practice of business sustainability ( $r = 0.727, p = 0.000$ ). On the other hand, the practice of organizational citizenship behavior towards the environment among the employees had a strong positive and significant relationship with business sustainability ( $r = 0.931, p = 0.000$ ). The results indicate that the null hypotheses should be rejected, suggesting that there are strong relationships among the three variables. This implies that green human resource management and organizational citizenship may lead to business sustainability, as demonstrated by the mathematical relationships reflected in the p-value scores. Therefore, these relationships are significant. Accordingly, GHRM is significantly associated with OCBE and business sustainability.

GHRM has become a crucial business strategy for firms, as the human resource department can significantly impact the adoption of environmentally friendly practices. It exerts a direct influence, and integrating environmental objectives and strategies is essential to balance industrial growth with environmental preservation, contributing to business stability and progress. GHRM involves integrating environmentally sustainable practices into HRM activities to help organizations achieve sustainability (Ramasamy et al., 2017). Green human resource management practices are expected to build organizations that prioritize the environment, emphasize human assets, recruit employees with extensive environmental knowledge, provide skills and competencies

training in technology and innovation sectors, and offer rewards and compensation to promote effective environmental management. Moreover, Jabbour (2013) explains that GHRM is an extension of human resource management concerning an employee's long-term performance. Green human resource management is active in developing policies, enforcing laws, and promoting awareness campaigns to educate employees about the critical importance of environmental protection. Thus, GHRM practices extend to all levels within the organization, not limited to specific departments but encompassing any operational area responsible for green jobs and environmentally friendly duties.

Furthermore, Anwar et al. (2020) explain that organizational citizenship behavior towards the environment (OCBE) is an employee's discretionary social behavior contributing to the organization's better and more sustainable environmental management performance. This environmentally friendly behavior of employees is essential for organizations. Implementing OCBE in the workplace and using GHRM tactics positively impact sustainable behavior toward the environment among employees. This approach is crucial because we can work towards a sustainable and long-term future by being environmentally conscious. The significant importance of implementing GHRM and OCBE practices in an organization is rectifying sustainability by improving employees' behaviors that lead to environmental stewardship. Green organizations promote environmental preservation and conservation and benefit the organization's management by reducing expenses, increasing revenues, and staying competitive in the global market (Hameed et al., 2020).

Table 9. Difference in the Perception between Head and Staff on GHRM, OCBE, and Business Sustainability

Indicators	Designation of Respondents	Mean	Std. Deviation	p-value	Interpretation	Decision
Practice of Green Human Resource Management	Head	3.46	0.39	0.090	Not Significant	Accept $H_0$
	Staff	3.18	0.38			

Indicators	Designation of Respondents	Mean	Std. Deviation	p-value	Interpretation	Decision
The Practice of Organizational Citizenship Behavior Towards the Environment	Head	3.50	0.55	0.393	Not Significant	Accept H <sub>0</sub>
	Staff	3.32	0.49			
Practice of Business Sustainability	Head	3.62	0.44	0.158	Not Significant	Accept H <sub>0</sub>
	Staff	3.32	0.50			

Table 9 compares perceptions between heads and staff regarding green human resource management (GHRM), organizational citizenship behavior, and business sustainability. There were no significant differences in perceptions between the heads and staff, as indicated by the p-values (0.090, 0.393, 0.158). This suggests that both heads and staff share similar viewpoints on these three indicators, implying that the organization is likely practicing these indicators.

Their treatment within the organization strongly influences employee behavior. Positive treatment from the organization tends to elicit positive employee behaviors and vice versa. An organization that prioritizes environmental practices and employee satisfaction fos-

ters positive work behaviors, while environmental awareness reflects social and economic well-being at both the organizational and individual levels.

According to Rajput and Pachauri (n.d), employees' perceptions of their involvement in green human resource management (GHRM) initiatives and the organization's role are essential to the overall company culture. However, more knowledge is needed regarding how green human resource management influences prospective employee outcomes from cognitive and affective perspectives. While existing literature has explored factors affecting employees' green behaviors in the workplace, such as individual values and behavioral intentions, further research is needed.

Table 10. Regression Analysis Results for Main Variables

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.094	0.145		0.649	0.517
1 Practice of Green Human Resource Management	0.097	0.067	0.075	1.449	0.15
The Practice of Organizational Citizenship Behavior Towards the Environment	0.881	0.052	0.875	16.863	0.000

**a. Dependent Variable: Practice of Business Sustainability**

The table above presents the regression analysis results for the main variables: human resource management practice and organizational citizenship behavior towards the environment. The results indicate that organizational citizenship behavior towards the environment (OCBE) significantly impacts the practice of business sustainability, as indicated by the low p-value of 0.000. This suggests that

organizational citizenship behavior towards the environment is a predictor of the practice of business sustainability.

Paillé and Mejía-Morelos (2014) emphasize the significance of employees who exhibit organizational citizenship behavior towards the environment. It is now widely acknowledged that promoting the growth and sustainability of workers is crucial in management research.

Green practices, such as green human resource management (GHRM) and dynamic capabilities, play a vital role in achieving corporate sustainability performance, as noted by Schaltegger and Burritt (2015).

However, it is worth noting that despite these results, Hameed et al. (2020) propose that green human resource management encompasses sustainable human resource management practices that have an ecological impact on the organization. It is considered a critical component of corporate sustainability strategy, promoting green behaviors, and contributing to ecological and social performance throughout the organization.

These findings highlight the importance of organizational citizenship behavior, green human resource management practices, and dynamic capabilities in promoting business sustainability and mitigating ecological impacts. They emphasize organizations' need to integrate sustainable human resource management practices and encourage environmentally friendly behaviors as part of their corporate sustainability strategies.

## Conclusion

The central focus of the exploration centers around three critical variables: green human resource management (GHRM), organizational citizenship behavior towards the environment (OCBE), and business sustainability. After an extensive process of analysis, the researcher concludes that the practices of green human resource management (GHRM) have already become ingrained in the mindset of the organization under study. This conclusion is supported by the results of the descriptive analysis, indicating that the consciousness of both management and employees regarding green human resource management (GHRM) indicators is highly valued. Similar observations are also reflected in the context of organizational citizenship behavior towards the environment (OCBE) and the practice of business sustainability, suggesting that behavioral factors influ-

ence participants' overall perception of creating a sustainable business.

Another significant observation pertains to the relationship among the main variables. The three indicators are found to be interconnected, implying that they can positively impact organizational performance and shape the organizational culture. However, organizations have challenges. The findings reveal that behavior towards green practices is contingent upon the organization's commitment to the goals of GHRM and OCBE, which can affect business sustainability.

Despite adhering to methodological principles, the study acknowledges limitations in capturing the in-depth factors that shape the constituents' perceptions within the organization. Further exploration may be needed in this regard. The analysis conducted in this study is not definitive; however, it provides an overview of the phenomenon within the identified indicators.

## Recommendation

Based on the results of the study, the following recommendations were given.

1. Organizations should create and implement a well-defined program to promote green human resource management (GHRM) and organizational citizenship behavior towards the environment (OCBE).
2. Continuous dialogue with employees should address issues or factors hindering the organization's GHRM, OCBE, and sustainability practices. The goal should be to convert these hindrances into facilitating factors.
3. Further research on GHRM and OCBE may be necessary, utilizing different approaches to understand these variables within the organization. This study can also address the methodological limitations of the previous research and provide more insights into the realities associated with these variables.
4. The company should consider adopting this study's proposed business sustainability framework.

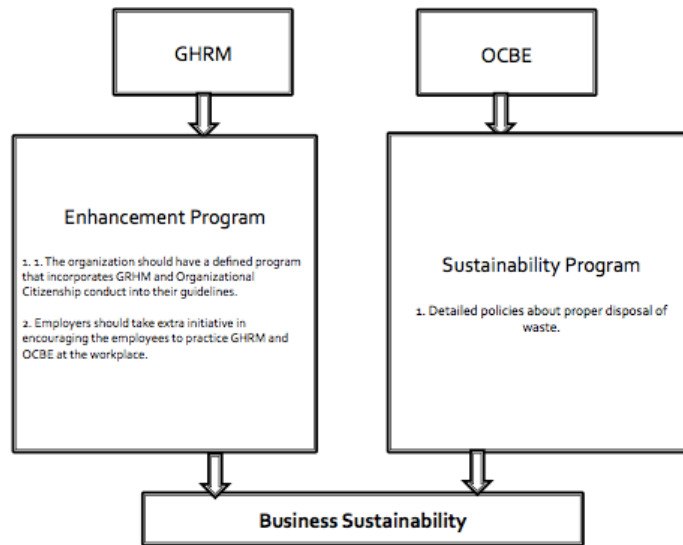


Figure 1. Flores and Cabatingan's Business Sustainability Framework

In this study, which focuses on the practice of green human resource management practices (GHRM), organizational citizenship behavior towards the environment (OCBE), and business sustainability among selected construction companies in Cebu City, the awareness of organizational sustainability about environmental issues has always been a concern within the construction industry.

Based on the study's results, the company is willing to purchase environmentally friendly products and implement recycling and composting programs in all departments. This demonstrates the company's recognition of the importance of incorporating environmental initiatives into human and behavioral activities, ultimately leading to improved environmental performance. Jabbour (2013) emphasizes the need for businesses to align their human resource policies with their green management priorities.

For the company's business sustainability to be practical, its strategies to reduce negative environmental impacts resulting from its operations within the industry must succeed. According to the study's findings, the company should enhance its efforts toward business growth through product innovation and quality. Additionally, the company should demonstrate a long-term commitment to its employees by encouraging their personal and

professional development through training, career planning, equal promotion opportunities, and more. Harvey et al. (2013) suggest that employers should listen to employees' feedback and involve them in creating environmental goals, fostering employee empowerment and engagement within the organization.

The study recommends that the company implement a well-defined program that supports green human resource management practices (GHRM). Such a program would raise awareness about current environmental issues within the company and globally. Moreover, employees should actively encourage their colleagues to practice green human resource management practices (GHRM) and organizational citizenship behavior towards the environment (OCBE). This would involve training employees to make environmentally conscious business decisions throughout the company's value chain, focusing on waste reduction, energy savings, and resource conservation. Employees who volunteer for environmental causes can also assist the company in reducing its environmental impact, Temminck et al., (2013).

Business sustainability is vital in addressing environmental, social, and economic issues through strategically managing resources. It encompasses a collection of policies, procedures, and systems that encourage employees' green behavior, resulting in an ecologically



sensitive, resource-efficient, and socially responsible corporation. This approach improves the organization's overall quality, both internally and externally. Nathan (2018) highlights the importance of effectively managing the organization's social, environmental, and economic well-being to achieve sustainability.

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