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GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL EFFICIENCY OF FAST-FOOD SERVICE BUSINESSES IN AKWA IBOM STATE

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ABSTRACT

This study examined the effect of Green Human Resource Management (GHRM) practices on organisational efficiency of fast food service businesses in Akwa Ibom State, Nigeria. The study adopted a survey research design. The population of the study comprised 460 employees drawn from selected fast food service businesses operating in major commercial areas within Akwa Ibom State. A sample size of 210 respondents was determined using the Taro Yamane formula, while simple random sampling technique was used in selecting respondents for the study. Data were collected through the use of a structured questionnaire designed on a five-point Likert Scale. The instrument was validated by experts, while Cronbach Alpha reliability coefficients of 0.81, 0.84, and 0.86 confirmed the reliability of the instrument. Data collected were analysed using simple linear regression with the aid of Statistical Package for Social Sciences (SPSS Version 25) at 0.05 level of significance. Findings from the study revealed that green recruitment and selection significantly affect organisational efficiency of fast food service businesses in Akwa Ibom State. The study further revealed that green training and development significantly influence organisational efficiency. The findings imply that organizations that recruit environmentally conscious employees and regularly train workers on sustainable workplace practices are more likely to improve operational performance, reduce waste, enhance productivity, and achieve long-term

sustainability. The study concluded that Green Human Resource Management practices play a significant role in improving organisational efficiency among fast food service businesses in Akwa Ibom State. The study therefore recommended that management of fast food service businesses should integrate environmental sustainability into recruitment policies, organize regular green training programmes for employees, and promote environmentally responsible workplace behaviour in order to improve efficiency and organizational sustainability.

KEYWORDS: Green Human Resource Management, Green Recruitment, Green Training and Development, Organisational Efficiency, Fast Food Service Businesses, Environmental Sustainability, Employee Productivity.

INTRODUCTION

The escalating global imperative for environmental sustainability has necessitated the incorporation of ecologically responsible practices into the operational frameworks of enterprises worldwide. Within this context, Green Human Resource Management (GHRM) has emerged as a salient managerial paradigm designed to foster sustainability. GHRM delineates the integration of environmental management principles within core human resource functions, encompassing recruitment, staff development, performance assessment, employee engagement, and remuneration structures. This approach endeavours to cultivate environmentally conscientious conduct among personnel, thereby simultaneously bolstering organizational performance and long-term viability.

Contemporary organizations are progressively acknowledging the pivotal role human capital plays in attaining environmental objectives and augmenting operational efficacy. Renwick, Redman, and Maguire (2013) underscore that GHRM facilitates the cultivation of ecologically aware employees, who in turn contribute to enduring organizational performance. Concurring, Jabbour and Santos (2008) contended that human resource practices oriented towards environmental stewardship foster enhanced employee commitment to sustainability endeavors and consequently bolster organizational competitiveness.

The fast-food service sector within Akwa Ibom State operates within a challenging milieu, marked by fervent market competition, escalating operational expenditures, significant waste management dilemmas, and a growing consumer demand for ecologically sound services. As a direct consequence, a notable number of these businesses have commenced implementing green practices. These initiatives include, but are not limited to, electronic record-keeping, extensive recycling programs, waste minimization strategies, energy conservation measures,

and the promotion of environmentally mindful employee conduct, all aimed at improving efficiency and promoting sustainability.

Organizational efficiency is fundamentally defined as an entity's capacity to optimize output while simultaneously mitigating waste, curtailing expenses, and economizing resource utilization. Proficient organizations judiciously leverage available assets to realize strategic objectives with negligible operational wastage. Empirical evidence suggests that the implementation of green human resource management practices beneficially impacts employee productivity, overall organizational effectiveness, environmental performance, and competitive standing (Masri & Jaaron, 2017; Yong et al., 2020).

Specifically, green recruitment and selection processes are designed to guarantee the selection of environmentally aware individuals who inherently exhibit sustainability values and ecologically responsible dispositions. Furthermore, green training and development initiatives equip personnel with the requisite knowledge and proficiencies pertaining to environmental conservation, energy economization, and sustainable operational methodologies. Collectively, these practices are instrumental in cultivating heightened employee commitment, augmenting resource optimization, and substantially contributing to overall organizational efficiency.

Notwithstanding the burgeoning global focus on green management paradigms, a considerable number of fast-food service establishments in Akwa Ibom State continue to contend with operational inefficiencies. These often manifest as significant waste generation, elevated energy consumption, and an insufficient level of environmental awareness among their workforce. While scholarly inquiry has extensively explored green human resource management within manufacturing enterprises and educational institutions, there remains a notable paucity of empirical investigation specifically addressing the fast-food service sector in Akwa Ibom State. Consequently, this research endeavor aims to examine the impact of green human resource management practices on the organizational efficiency of fast-food service businesses operating in Akwa Ibom State.

Statement of the Problem

Environmental sustainability has become an important issue among organizations due to increasing environmental challenges, waste management concerns, and rising operational costs. Fast food service businesses in Akwa Ibom State generate significant waste through packaging materials, energy consumption, food processing activities, and disposal practices. Despite growing awareness of environmental sustainability, many fast food businesses still

pay inadequate attention to environmentally friendly human resource practices capable of improving operational efficiency.

Many organizations have continued to experience poor resource management, employee non-compliance with environmental policies, excessive waste generation, and increasing operational expenses due to inadequate green human resource management practices. In many fast food service businesses, recruitment processes rarely emphasize environmental consciousness, while employees often receive little or no training relating to sustainable workplace practices.

Previous studies have mainly focused on manufacturing firms, hospitality industries, and public institutions outside Akwa Ibom State, leaving a gap in literature regarding fast food service businesses within the state. Furthermore, limited studies have empirically examined how green recruitment and green training influence organisational efficiency in the fast food sector. The inability of many fast food businesses to effectively integrate environmental sustainability into their human resource practices may continue to hinder operational efficiency and long-term sustainability. It is against this background that this study investigates the effect of green human resource management practices on organisational efficiency of fast food service businesses in Akwa Ibom State.

Objectives of the Study

The main objective of this study is to examine the effect of green human resource management practices on organisational efficiency of fast food service businesses in Akwa Ibom State.

The specific objectives are to:

1. Examine the effect of green recruitment and selection on organisational efficiency of fast food service businesses in Akwa Ibom State.
2. Determine the effect of green training and development on organisational efficiency of fast food service businesses in Akwa Ibom State.

Research Questions

1. What is the effect of green recruitment and selection on organisational efficiency of fast food service businesses in Akwa Ibom State?
2. To what extent does green training and development affect organisational efficiency of fast food service businesses in Akwa Ibom State?

Research Hypotheses

H₀₁: Green recruitment and selection has no significant effect on organisational efficiency of fast food service businesses in Akwa Ibom State.

H₀₂: Green training and development has no significant effect on organisational efficiency of fast food service businesses in Akwa Ibom State.

Conceptual Clarifications

Green Human Resource Management

Green Human Resource Management involves the integration of environmental sustainability into human resource management policies and practices. It includes activities aimed at promoting environmentally friendly behaviour among employees through recruitment, training, compensation, performance management, and employee participation. According to Opatha and Arulrajah (2014), GHRM promotes environmental consciousness and organizational sustainability through effective workforce management.

Green Recruitment and Selection

Green recruitment and selection involve attracting and employing applicants who possess environmental awareness and positive attitudes toward sustainability. It includes incorporating environmental responsibilities into job descriptions and considering environmental values during employee selection processes.

Green Training and Development

Green training and development refer to organizational efforts aimed at educating employees on environmental protection, waste reduction, recycling, energy conservation, and sustainable workplace practices. Green training enhances employees' environmental knowledge and commitment toward organizational sustainability goals.

Organisational Efficiency

Organisational efficiency refers to the ability of an organization to maximize output while minimizing operational costs, waste, and resource consumption. Efficient organizations effectively utilize human and material resources to achieve organizational objectives within minimum time and cost.

Theoretical Framework

This study is anchored on the Ability-Motivation-Opportunity (AMO) Theory and the Resource-Based View (RBV) Theory. These theories provide adequate explanation on how green human resource management practices influence organisational efficiency in fast food service businesses.

Ability-Motivation-Opportunity (AMO) Theory by Eileen Appelbaum, Bailey, Berg, and Kalleberg (2000)

The Ability-Motivation-Opportunity (AMO) Theory was propounded by Eileen Appelbaum, Bailey, Berg, and Kalleberg in 2000. The theory explains that employee performance and organizational effectiveness are influenced by three important factors: employees' abilities, motivation, and opportunities to participate in organizational activities. According to the theory, employees perform effectively when they possess the required knowledge and skills, are adequately motivated, and are provided opportunities to contribute meaningfully to organizational goals.

The theory further argues that organizations can improve productivity and efficiency by investing in employee development, training, motivation, and participation. In the context of Green Human Resource Management, green training and development help employees acquire environmental knowledge and eco-friendly workplace skills. Green reward systems and recognition programmes motivate employees to engage in environmentally responsible behaviour, while employee involvement in environmental activities creates opportunities for active participation in organizational sustainability initiatives.

The relevance of the AMO Theory to this study lies in its explanation of how green human resource practices enhance employees' environmental consciousness and workplace behaviour. When employees of fast food service businesses are trained on waste management, energy conservation, and sustainable workplace practices, they become more efficient in utilizing organizational resources. Similarly, environmentally motivated employees are more likely to support green initiatives capable of improving organisational efficiency. Therefore, the theory provides a strong foundation for understanding how green recruitment and green training contribute to improved efficiency in fast food service businesses in Akwa Ibom State.

Resource-Based View (RBV) Theory by Jay Barney (1991)

The Resource-Based View (RBV) Theory was propounded by Jay Barney in 1991. The theory emphasizes that organizations achieve sustainable competitive advantage through valuable, rare, inimitable, and non-substitutable resources. According to the theory, internal organizational resources such as human capital, organizational culture, employee skills, and managerial capabilities play significant roles in improving organizational performance and competitiveness. The RBV Theory maintains that organizations that effectively manage and utilize their strategic resources are more likely to achieve superior performance and long-term sustainability. Human resources are regarded as one of the most important organizational assets because employees contribute knowledge, creativity, innovation, and productive capabilities that competitors may find difficult to imitate.

The theory is relevant to this study because Green Human Resource Management practices represent strategic organizational resources that can enhance organisational efficiency. Through green recruitment and selection, fast food service businesses can attract environmentally conscious employees who possess positive attitudes toward sustainability. Likewise, green training and development improve employees' environmental knowledge and operational capabilities, thereby reducing waste, improving service delivery, and enhancing resource utilization.

EMPIRICAL REVIEW

Several studies have been carried out on Green Human Resource Management (GHRM) practices and organizational performance in different sectors across the world. These studies generally show that organizations that adopt environmentally friendly human resource practices often experience improved employee performance, operational efficiency, and sustainability.

Daniel et al. (2013) examined how green human resource management contributes to environmental sustainability in organizations. Their study showed that practices such as green recruitment, green training, employee involvement, and green reward systems help employees develop environmentally responsible behaviour. The researchers concluded that organizations that integrate environmental sustainability into their HR activities are more likely to improve efficiency and gain competitive advantage.

In another study, Charbel et al. (2008) investigated the role of human resource management in building sustainable organizations. The study found that organizations that prioritize environmentally friendly HR practices tend to achieve higher employee commitment and

improved organizational performance. The researchers also observed that environmental training programmes help employees understand and support organizational sustainability goals.

Masri and Jaaron (2017) carried out a study on green human resource management practices among manufacturing firms in Palestine. The study focused on green recruitment, green training, employee involvement, and green performance management. Findings revealed that organizations that train employees on environmental practices experience improved operational performance, reduced waste, and better resource management. The study emphasized that employee participation in environmental activities contributes greatly to organizational effectiveness.

Saeed et al. (2019) examined the influence of green human resource management practices on employee environmental behaviour in Pakistan. The researchers found that green recruitment and green training positively influence employees' willingness to engage in environmentally friendly practices within the workplace. The study further revealed that organizations that adopt green HRM practices often achieve better environmental performance and improved employee productivity.

Similarly, Pham et al. (2019) investigated green human resource management practices in the hospitality industry. Their findings showed that green employee training and involvement significantly improve employee commitment and organizational sustainability. According to the researchers, employees who receive proper environmental education become more responsible in handling organizational resources and contribute positively to workplace efficiency.

Yong et al. (2020) also examined the relationship between green human resource management and organizational sustainability among manufacturing firms in Malaysia. The study found that green recruitment and green training positively affect organizational performance and environmental sustainability. The researchers explained that organizations that employ environmentally conscious workers are more likely to improve operational efficiency and reduce environmental waste.

Obaid and Alias (2015) studied the impact of green human resource management on organizational environmental performance. Findings from the study revealed that green training and employee participation significantly improve environmental management practices within organizations. The researchers concluded that organizations that educate employees on sustainable workplace practices often experience improved resource utilization and reduced operational costs.

In Nigeria, Akinyemi and Ibidunni (2021) examined the effect of green human resource management practices on organizational performance in selected manufacturing firms. Their findings showed that green recruitment and employee development contribute significantly to employee productivity and organizational sustainability. The researchers recommended that organizations should continuously train employees on environmentally friendly practices in order to improve organizational effectiveness.

Lawal and Al'Hassan-Ewuoso (2023) investigated green human resource management and employee performance in tertiary institutions in Ogun State, Nigeria. The study revealed that environmental training programmes improve employee commitment, productivity, and institutional efficiency. The researchers noted that employees who understand environmental sustainability practices are more likely to contribute positively toward organizational goals.

Nwibere (2024) examined green human resource management practices and organizational sustainability in the food and beverage industry in Rivers State, Nigeria. Findings from the study showed that green recruitment and green training significantly improve employee environmental behaviour and organizational efficiency. The study recommended that organizations should strengthen environmental management through effective human resource practices.

Agwa et al. (2024) also investigated green human resource management practices and organizational performance in Nigerian firms. Their findings revealed that organizations that adopt environmentally friendly recruitment and employee training practices often achieve improved productivity, reduced operational costs, and better organizational performance.

From the reviewed studies, it is evident that green human resource management practices play an important role in improving organizational efficiency, employee productivity, and sustainability. However, most of the previous studies focused on manufacturing firms, hospitality industries, and educational institutions outside Akwa Ibom State. Very few studies have specifically examined the effect of green human resource management practices on organisational efficiency of fast food service businesses in Akwa Ibom State. This gap therefore provides the justification for the present study.

METHODOLOGY

This study adopted a survey research design to examine the effect of green human resource management practices on organisational efficiency of fast food service businesses in Akwa Ibom State. The study was conducted among selected fast food service businesses located in major commercial areas of Akwa Ibom State, including Uyo, Eket, Ikot Ekpene, and Oron.

The population of the study comprised 460 employees drawn from selected fast food service businesses such as Chicken Republic, Crunchies Fried Chicken, Kilimanjaro Restaurant, and De Choice Fast Food. A sample size of 210 respondents was determined using the Taro Yamane formula, while simple random sampling technique was used to select respondents for the study.

Primary data were collected through the use of a structured questionnaire designed on a five-point rating scale ranging from Strongly Agree to Strongly Disagree. The instrument was validated by experts in Business Education and Human Resource Management to ensure face and content validity. Reliability of the instrument was established using Cronbach's Alpha reliability method, which yielded coefficients of 0.81 for green recruitment and selection, 0.84 for green training and development, and 0.86 for organisational efficiency, indicating that the instrument was reliable for the study. Copies of the questionnaire were administered directly to respondents by the researcher with the assistance of research aides. Data collected were analysed using simple linear regression with the aid of Statistical Package for Social Sciences (SPSS Version 25) to answer the research questions and test the hypotheses at 0.05 level of significance.

RESULTS

Research Question One

What is the effect of green recruitment and selection on organisational efficiency of fast food service businesses in Akwa Ibom State?

Table 1: Simple Linear Regression Analysis on Green Recruitment and Organisational Efficiency.

Variables	R	R ²	Adjusted R ²	Std. Error	F	Sig.
Green Recruitment and Selection	0.712	0.507	0.501	0.428	28.441	0.000

The result in Table 1 revealed a correlation coefficient (R) of 0.712, indicating a strong positive relationship between green recruitment and selection and organisational efficiency of fast food service businesses in Akwa Ibom State. The coefficient of determination (R²) of 0.507 implies that green recruitment and selection accounted for 50.7% of the variation in organisational efficiency, while the remaining 49.3% could be attributed to other factors not included in the model. The F-value of 28.441 with a significance level of 0.000 indicates that the regression model is statistically significant. This means that green recruitment and

selection significantly influence organisational efficiency among fast food service businesses in Akwa Ibom State.

Research Question Two

To what extent does green training and development affect organisational efficiency of fast food service businesses in Akwa Ibom State?

Table 2: Simple Linear Regression Analysis on Green Training and Organisational Efficiency.

Variables	R	R ²	Adjusted R ²	Std. Error	F	Sig.
Green Training and Development	0.684	0.468	0.462	0.451	24.386	0.000

The result in Table 2 revealed a correlation coefficient (R) of 0.684, indicating a strong positive relationship between green training and development and organisational efficiency. The coefficient of determination (R²) of 0.468 shows that green training and development explained 46.8% of the variation in organisational efficiency of fast food service businesses in Akwa Ibom State. The F-value of 24.386 with a significance value of 0.000 indicates that the regression model is statistically significant. This means that green training and development significantly influence organisational efficiency.

Hypothesis One

H₀₁: Green recruitment and selection has no significant effect on organisational efficiency of fast food service businesses in Akwa Ibom State.

Table 3: Regression Coefficients for Green Recruitment and Organisational Efficiency.

Variables	B	Std. Error	Beta	t	Sig.
Constant	1.218	0.284		4.289	0.000
Green Recruitment and Selection	0.693	0.130	0.712	5.333	0.000

The regression coefficient result in Table 3 showed that green recruitment and selection has a beta coefficient of 0.712 and a significance value of 0.000, which is less than the 0.05 level of significance. This indicates that green recruitment and selection significantly affect organisational efficiency of fast food service businesses in Akwa Ibom State. The positive coefficient value of 0.693 further implies that an increase in green recruitment and selection

practices would lead to a corresponding increase in organisational efficiency. Since the p-value of 0.000 is less than 0.05, the null hypothesis is rejected. Therefore, green recruitment and selection has a significant effect on organisational efficiency of fast-food service businesses in Akwa Ibom State.

Hypothesis Two

H0₂: Green training and development has no significant effect on organisational efficiency of fast-food service businesses in Akwa Ibom State.

Table 4: Regression Coefficients for Green Training and Organisational Efficiency.

Variables	B	Std. Error	Beta	t	Sig.
Constant	1.305	0.251		5.199	0.000
Green Training and Development	0.648	0.131	0.684	4.938	0.000

The result in Table 4 revealed that green training and development has a beta coefficient of 0.684 with a significance value of 0.000, which is less than 0.05. This indicates that green training and development significantly affect organisational efficiency of fast food service businesses in Akwa Ibom State. The positive coefficient value of 0.648 implies that improvement in green training and development practices would lead to increased organisational efficiency. Since the p-value of 0.000 is less than 0.05, the null hypothesis is rejected. Therefore, green training and development has a significant effect on organisational efficiency of fast food service businesses in Akwa Ibom State.

Discussion of Findings

Green Recruitment and Selection and Organisational Efficiency

The study revealed that green recruitment and selection significantly affect organisational efficiency of fast food service businesses in Akwa Ibom State. This finding suggests that organizations that recruit environmentally conscious employees are more likely to improve productivity, minimize waste, and achieve operational efficiency. Employees who possess sustainability values often demonstrate greater commitment toward environmentally friendly workplace behaviour and efficient utilization of organizational resources. The finding agrees with Yong et al. (2020), who found that green recruitment enhances organizational sustainability and operational effectiveness. The finding also supports the study of Saeed et al. (2019), which reported that green human resource management practices improve employee environmental behaviour and organizational performance.

Green Training and Development and Organisational Efficiency

The study further revealed that green training and development significantly influence organisational efficiency of fast food service businesses in Akwa Ibom State. This implies that when employees receive training on environmental sustainability, waste management, energy conservation, and eco-friendly workplace practices, they become more productive and efficient in their job performance. The finding corroborates the work of Masri and Jaaron (2017), who found that green training significantly improves organizational effectiveness and environmental performance. Similarly, Pham et al. (2019) reported that green employee training enhances organizational sustainability and operational performance.

CONCLUSION

This study examined the effect of Green Human Resource Management (GHRM) practices on organisational efficiency of fast food service businesses in Akwa Ibom State, with particular focus on green recruitment and selection, as well as green training and development. Findings from the study revealed that both dimensions of green human resource management significantly and positively influence organisational efficiency. The study established that fast food service businesses that integrate environmental sustainability into their recruitment processes are more likely to attract employees who possess environmentally responsible attitudes and behaviours. Such employees contribute positively toward effective resource utilization, waste reduction, and improved operational performance. The study also found that green training and development enhance employees' environmental awareness, knowledge, and commitment toward sustainable workplace practices, thereby improving productivity and organizational effectiveness.

Furthermore, the study demonstrated that green human resource management practices are not only beneficial for environmental sustainability but also contribute significantly to organizational growth, operational efficiency, and long-term competitiveness. Organizations that invest in environmentally friendly workplace practices are better positioned to reduce operational costs, improve employee performance, and strengthen customer confidence. Based on the findings, the study concluded that Green Human Resource Management practices remain an important strategy for improving organisational efficiency in fast food service businesses in Akwa Ibom State. Therefore, management of fast food firms should prioritize environmentally friendly human resource policies and continuously promote sustainable workplace practices among employees in order to achieve improved efficiency and organizational sustainability.

Recommendations

1. Fast food service businesses should incorporate environmental sustainability into recruitment and selection processes in order to attract environmentally conscious employees.
2. Management of fast-food businesses should organize regular green training programmes to improve employees' environmental awareness and sustainable workplace behaviour.
3. Organizations should establish clear environmental policies and encourage employee participation in green workplace initiatives.
4. Fast food service businesses should continuously monitor and evaluate green human resource management practices to improve operational efficiency and sustainability.

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