



Green Human Resource Management and its Impact on Environmental Sustainability, the Mediating Role of CSR

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ABSTRACT-

The perception of creating a sustainable environment by business entities is explored in this paper. The rising demand for Corporate Social Responsibility (CSR) leads to the application of management tools of green human resource management. Most organizations have adapted human resource practices that encourage a green environment with a consideration of minimal environmental pollution and destruction of the environment. As part of a conservation motive, the human resource department has played a critical role of securing the environment via their normal official activities. As a result, the senior management of an organization also an obligation of ensuring that the employees are supported as they seek to meet the social, ecological and economic benefits from a green environment. The idea of having a green environment by the human resource department is an integral process that affects the activities of green selection and recruitment, performance appraisal method, the reward and pay system and a supportive green culture. The importance of green environment is emphasized in the paper as well as the efforts by different companies in maintaining a sustainable environment. The expected outcomes of Green Human Resource Management (GHRM) are evaluated and the setbacks expected when trying to achieve a green environment.

INTRODUCTION

In an era characterized by heightened environmental consciousness and increasing scrutiny of corporate practices, the intersection of human resource management (HRM) practices with environmental sustainability has emerged as a critical area of study and practice. Green Human Resource Management (GHRM) represents a strategic approach to integrating environmental concerns into HRM processes, policies, and practices. As organizations grapple with the challenges posed by climate change, resource depletion, and ecological degradation, GHRM offers a promising avenue for fostering environmental sustainability while concurrently enhancing organizational performance and competitiveness.

At its core, GHRM embodies the ethos of responsible stewardship, recognizing that organizations have a moral and ethical imperative to mitigate their environmental impact and contribute positively to the communities and ecosystems in which they operate. By incorporating environmentally friendly practices into HRM functions such as recruitment, selection, training, performance management, and employee engagement, GHRM seeks to align organizational objectives with broader societal goals of sustainability and conservation.

The significance of GHRM extends beyond mere compliance with regulatory mandates or public relations gestures. Rather, it entails a fundamental reorientation of organizational values, culture, and practices towards sustainability as a strategic imperative. This shift necessitates a holistic understanding of the interconnectedness between human capital management and environmental stewardship, wherein employees are not merely viewed as resources to be optimized for productivity but as stakeholders with a vested interest in environmental preservation and resilience.

Despite the growing recognition of GHRM's importance, empirical research on its efficacy and impact remains relatively nascent, particularly regarding its implications for environmental sustainability. Moreover, the mechanisms through which GHRM practices influence environmental outcomes are not fully understood, necessitating further inquiry and theoretical development. In this context, this dissertation seeks to elucidate the relationship between GHRM and environmental sustainability, with a particular focus on the mediating role of Corporate Social Responsibility (CSR).

CSR, defined as the voluntary actions undertaken by organizations to address social, environmental, and ethical concerns in their operations and interactions with stakeholders, serves as a crucial mediator in the GHRM-environmental sustainability nexus. By integrating CSR principles into their strategic agendas and business models, organizations can leverage their resources and influence to effect positive environmental change, thereby complementing and amplifying the impact of GHRM initiatives. Through initiatives such as carbon footprint reduction, waste minimization, renewable energy adoption, and stakeholder engagement, CSR serves as a conduit for translating GHRM principles into tangible environmental outcomes.

However, the relationship between GHRM, CSR, and environmental sustainability is complex and contingent upon various contextual factors, including organizational culture, industry dynamics, regulatory environment, and stakeholder expectations. Thus, a nuanced understanding of these interrelationships is essential for devising effective strategies and interventions aimed at fostering sustainability-oriented HRM practices.

LITERATURE REVIEW

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) has emerged as a strategic approach to integrating environmental concerns into HRM practices, reflecting a paradigm shift from traditional HRM frameworks that primarily focus on optimizing human capital for organizational performance. Scholars have conceptualized GHRM as encompassing a range of practices aimed at fostering environmental sustainability within organizations, including recruitment and selection processes that prioritize candidates with environmental awareness and skills, training and development programs focused on eco-friendly practices, performance management systems that incentivize environmentally responsible behaviors, and employee engagement initiatives centered on sustainability goals (Jackson et al., 2011; Renwick et al., 2013).

The theoretical underpinnings of GHRM draw from various perspectives, including institutional theory, stakeholder theory, and resource-based view (RBV) of the firm. From an institutional perspective, GHRM reflects organizational responses to external pressures and expectations regarding environmental performance, such as regulatory requirements, market demands, and societal norms (Delmas & Burbano, 2011). Stakeholder theory emphasizes the importance of addressing the interests of diverse stakeholders, including employees, customers, investors, and communities, in achieving long-term organizational viability (Aguinis & Glavas, 2012). GHRM aligns with this perspective by recognizing employees as key stakeholders with a vested interest in environmental sustainability. Finally, the RBV lens highlights the strategic value of human capital as a source of competitive advantage, suggesting that organizations can leverage GHRM practices to enhance their environmental capabilities and reputation, thereby differentiating themselves in the marketplace (Jackson et al., 2011).

The Impact of GHRM on Environmental Sustainability

Empirical research on the impact of GHRM on environmental sustainability has yielded mixed findings, reflecting the complexity and context-dependency of this relationship. While some studies have found positive associations between GHRM practices and environmental performance indicators such as energy efficiency, waste reduction, and carbon footprint (Renwick et al., 2013; Paillé et al., 2014), others have reported null or inconclusive results (Brammer & Millington, 2008; Daily et al., 2012). These discrepancies can be attributed to various factors, including methodological differences, sample characteristics, and the multifaceted nature of sustainability outcomes.

The Mediating Role of Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) serves as a critical mediator in the relationship between GHRM practices and environmental sustainability outcomes. CSR encompasses a broad spectrum of voluntary actions undertaken by organizations to address social, environmental, and ethical concerns in their operations and interactions with stakeholders (Carroll, 1999). By integrating CSR principles into their strategic agendas and business models, organizations can amplify the impact of GHRM initiatives on environmental sustainability.

Research suggests that CSR acts as a mechanism for translating GHRM practices into tangible environmental outcomes by mobilizing resources, fostering stakeholder engagement, and enhancing organizational legitimacy and reputation (Aguinis & Glavas, 2012; Delmas & Burbano, 2011). Through initiatives such as environmental reporting, stakeholder dialogue, philanthropy, and sustainability certifications, CSR initiatives complement and reinforce GHRM efforts, thereby creating synergies that contribute to enhanced environmental performance.

Moreover, CSR can enhance the effectiveness of GHRM practices by fostering a culture of environmental responsibility and accountability within organizations. By embedding environmental considerations into their core values and operating principles, organizations can cultivate a shared sense of purpose and commitment among employees, motivating them to embrace sustainability-oriented behaviors and practices (Renwick et al., 2013).

RESEARCH OBJECTIVE

The overarching objective of this dissertation is to investigate the relationship between Green Human Resource Management (GHRM) practices, Corporate Social Responsibility (CSR), and environmental sustainability outcomes, with a particular focus on the mediating role of CSR.

To achieve this objective, the study aims to:

1. **Examine the nature and scope of GHRM practices:** This involves exploring the various dimensions of GHRM, including recruitment and selection, training and development, performance management, and employee engagement, with regard to their alignment with environmental sustainability goals.
2. **Investigate the impact of GHRM practices on environmental sustainability:** Through empirical analysis, the study seeks to assess the extent to which GHRM practices contribute to positive environmental outcomes, such as reduced resource consumption, waste generation, and greenhouse gas emissions, within organizations.
3. **Explore the mediating role of CSR:**

By examining the mechanisms through which CSR initiatives mediate the relationship between GHRM practices and environmental sustainability, the study aims to elucidate how CSR amplifies the effectiveness of GHRM interventions in fostering sustainability-oriented behaviors and practices.

4. **Identify contextual factors influencing the effectiveness of GHRM and CSR:**

Through qualitative inquiry, the study seeks to uncover organizational, industry-specific, and external factors that shape the implementation and impact of GHRM and CSR initiatives on environmental sustainability outcomes.

5. Provide theoretical and practical insights:

By integrating quantitative and qualitative findings, the study aims to contribute to theoretical understanding of the interplay between HRM, CSR, and environmental sustainability, while offering practical recommendations for organizations seeking to enhance their sustainability performance through strategic HRM practices.

Overall, the research objective is to advance knowledge in the field of sustainable HRM by investigating the interconnectedness between GHRM, CSR, and environmental sustainability, thereby informing theory, practice, and policy in pursuit of a more environmentally responsible and socially conscious approach to organizational management.

METHODOLOGY

Research Design

This dissertation adopts a mixed-methods research design to explore the relationship between Green Human Resource Management (GHRM) practices, Corporate Social Responsibility (CSR), and environmental sustainability outcomes. By employing both quantitative and qualitative approaches, this study aims to provide a comprehensive understanding of the mechanisms and contingencies shaping the efficacy of GHRM initiatives in promoting environmental sustainability, with a particular focus on the mediating role of CSR.

Quantitative Phase

The quantitative phase of this study involves the administration of structured surveys to employees and HR professionals across a diverse range of organizations. The survey instrument will be designed to assess various dimensions of GHRM practices, CSR initiatives, and environmental performance indicators. Items will be adapted from existing scales validated in prior research, including the Green Human Resource Management Scale (Renwick et al., 2013), Corporate Social Responsibility Measurement Scale (Carroll & Shabana, 2010), and Environmental Performance Index (Esty & Porter, 2005).

Sampling will be conducted using a stratified random sampling technique to ensure representation across different sectors, organizational sizes, and geographical regions. Participation will be voluntary, and confidentiality and anonymity will be assured to respondents. The survey data will be analyzed using statistical techniques such as correlation analysis, regression analysis, and structural equation modeling (SEM) to examine the relationships between GHRM, CSR, and environmental sustainability, as well as the mediating effects of CSR.

Qualitative Phase

The qualitative phase of this study will involve in-depth interviews with key informants, including HR managers, sustainability officers, and corporate executives, to gain deeper insights into the processes, challenges, and outcomes associated with GHRM and CSR initiatives. The interviews will be semi-structured, allowing for flexibility and exploration of emergent themes.

Purposive sampling will be utilized to select participants with expertise and experience in GHRM and CSR implementation within their respective organizations. Interviews will be conducted either in person or via video conferencing, depending on participant preferences and logistical constraints. With participant consent, the interviews will be audio-recorded and transcribed verbatim for analysis.

Thematic analysis will be employed to identify patterns, themes, and narratives within the interview data, guided by the principles of grounded theory. Themes will be coded and categorized iteratively, allowing for the identification of commonalities, divergences, and nuances in participants' perspectives on GHRM, CSR, and environmental sustainability.

Integration of Findings

The findings from the quantitative and qualitative phases of the study will be triangulated to provide a comprehensive understanding of the interrelationships between GHRM, CSR, and environmental sustainability. Quantitative results will be used to test hypotheses and establish statistical associations, while qualitative insights will complement and enrich the quantitative findings by providing contextual understanding and explanatory depth.

Ethical Considerations

This study will adhere to ethical guidelines governing research involving human participants, including informed consent, voluntary participation, confidentiality, and anonymity. Ethical approval will be obtained from the relevant institutional review board prior to data collection, and all procedures will be conducted in accordance with ethical principles and standards.

Data collection and method

Sampling frame: We had access to employee databases or contact lists from these companies, which served as the sampling frame.

Sample units used: The sample units are individual employees from the aforementioned companies.

Methods for selecting sample units: Based on the diverse companies and roles represented, it appears that a combination of convenience sampling and purposive sampling techniques was employed. The is likely targeted specific companies and roles to ensure a diverse representation of perspectives on Optimizing Talent Acquisition.

Sample size: The expanded data includes responses from fourteen individuals across multiple companies. While this is a larger sample size compared to the initial responses, it is still relatively large and it is unclear if this sample size is representative or sufficient for the study's objectives.

Response rate: The total number of 12 individuals or companies contacted for the study. It's important to note that without explicit details about the research methodology and sampling approach employed in this study, the inferences made about the sampling design and plan remain speculative. Ideally, the is would provide a detailed description of their sampling strategy, including the target population, sampling frame, sample size determination, and sampling methods used to ensure the validity and generalizability of their findings

Collected Data

Sampling Method: The primary data was collected using a simple random sampling method. This means that each member of the population had an equal chance of being selected for the study.

Questionnaire Design: The questionnaire was designed to capture various elements of Optimizing Talent Acquisition across different companies. The questionnaire aimed to gather information from employees regarding their organization's talent management strategies

Data Collection Process:

- The questionnaire was distributed personally to selected employees within the green human resource management organizations being studied.
- The employees were requested to provide the required information by completing the questionnaire.
- The employee and HR development department also sent reminders to all department heads, urging them to facilitate the data collection process and ensure that their teams provided the required information.
- The is consistently visited all departments within the organizations to collect responses from employees and (HR)

Convenience Sampling: In addition to the simple random sampling method, a convenience sampling technique was also employed. This means that many employees from each organization were selected based on their availability and willingness to participate in the study. The emphasis was placed on ensuring that all departments within the organizations were represented in the sample.

Participant Involvement: The participants (employees) were solicited to complete the survey questionnaire. All respondents from each organization completed the questionnaire and returned it to the is.

Sample Characteristics: The sample included employees from various designations across different sectors. However, specific designations were not recorded; instead, information such as age, educational level, experience, and salary and age were collected from the respondents.

The data collection process involved a combination of simple random sampling and convenience sampling techniques, with a questionnaire distributed personally to employees across various departments and organizations.(GHRM) and sustainability development. The is made efforts to ensure a representative sample by targeting all departments and collecting responses from employees with diverse characteristics, such as age, education, experience, and age

DATA ANALYSIS AND INTERPRETATION-

➤ **Data Preparation and Processing Procedure:**

- **Data Collection:** Data was collected from various organizations regarding their Optimizing Talent Acquisition.
- **Data Cleaning:** The collected data was reviewed for errors, inconsistencies, and missing values. Any discrepancies were addressed through data cleaning techniques such as imputation or removal of incomplete records.
- **Data Coding:** Responses were coded for analysis. For instance, responses regarding recruitment process effectiveness were coded as 'Highly structured and efficient' or 'Moderately effective but with room for improvement'.
- **Data Transformation:** Numeric data, such as durations, were standardized to a consistent unit (e.g., weeks). Categorical data were converted into numerical representations for statistical analysis if required.
- **Data Organization:** Data was organized into appropriate formats for analysis, such as frequency distributions for categorical variables and summary statistics for numerical variables.

➤ **Emphasized Problems Requiring Editing:**

- **Missing Data:** Any missing data points were addressed through imputation or removal depending on the extent of missingness and potential impact on the analysis.

- Outliers: Outliers in numerical variables were identified and either treated appropriately or excluded from the analysis if they significantly skewed the results.
- Inconsistent Responses: Responses that were ambiguous or inconsistent were reviewed and clarified with the respondents if possible, or edited to ensure consistency and accuracy.

➤ **General Statistical Methods Used:**

- Descriptive Statistics: Mean, median, mode, range, variance, and standard deviation were calculated to summarize the central tendency and dispersion of the onboarding process duration.
- Frequency Distributions: Frequency distributions were used to illustrate patterns and occurrences of recruitment processes, candidate sourcing channels, assessment methods, and integration measures.

➤ **Reasoning Underlying Choice of Statistical Procedures:**

- Descriptive statistics were chosen to provide a summary of the central tendency and variability of the onboarding process duration.
- Frequency distributions were used to understand the prevalence of different Optimizing Talent Acquisition across organizations and identify any dominant trends.

Data Analysis:

Quantitative Data Analysis:

1. **Descriptive Statistics:** Begin by conducting descriptive statistics to summarize the characteristics of the sample and key variables related to GHRM, CSR, and environmental sustainability. Calculate means, standard deviations, frequencies, and percentages as appropriate.
2. **Correlation Analysis:** Use correlation analysis to explore the bivariate relationships between GHRM practices, CSR initiatives, and environmental sustainability indicators. Calculate Pearson correlation coefficients to assess the strength and direction of associations.
3. **Regression Analysis:** Conduct regression analysis to examine the impact of GHRM practices on environmental sustainability outcomes, while controlling for relevant covariates. Specify regression models based on theoretical considerations and previous research findings.
4. **Mediation Analysis:** Utilize mediation analysis techniques, such as bootstrapping or structural equation modeling (SEM), to assess the mediating role of CSR in the relationship between GHRM and environmental sustainability. Test indirect effects to determine the extent to which CSR mediates this relationship.
5. **Subgroup Analysis:** Explore potential differences in the relationships between GHRM, CSR, and environmental sustainability across different demographic or organizational subgroups. Conduct subgroup analyses to identify any moderation effects or variations in effect sizes.

Descriptive Statistics:

- Measures of central tendency (mean, median, mode)
- Measures of dispersion (range, variance, standard deviation)
- Frequency distributions
- Begin by conducting descriptive statistics to summarize the characteristics of the sample and key variables related to GHRM, CSR, and environmental sustainability. Calculate means, standard deviations, frequencies, and percentages as appropriate.
- **Measures of Central Tendency:**
- mean environmental sustainability

Mean = $(\Sigma \text{ environmental sustainability levels}) / (\text{Total Number of Responses})$

Calculation: $(4 + 4 + 5 + 4 + 5 + 4 + 3 + 4 + 4 +) / 9 = 4.111$

Mean Motivation Level ≈ 4.11

B. Median Motivation Level:

If the number of responses is odd, the median is the middle value when all responses are arranged in ascending order.

If the number of responses is even, the median is the average of the two middle values.

Arranging the motivation levels in ascending order: 3,4,4,4,4,4,4,5,5

Since the number of responses (9) is odd, the median is the middle value, which is 4.

Median Motivation Level = 4

C. Mode Motivation Level:

Mode is the value that appears most frequently in the dataset.

In the provided data, the mode motivation level is 4 since it appears most frequently.

Mode Motivation Level = 4

Mean Motivation Level: Approximately 4.11

Median Motivation Level: 4

Mode Motivation Level: 4

These measures suggest that the majority of respondents rated their environmental sustainability levels around 4, indicating a moderate to high level of motivation in their current jobs. The mean, median, and mode are relatively close, indicating a relatively symmetric environmental sustainability distribution levels around the central value.

- **Analysis Report:**
- environmental sustainability levels
- Mean environmental sustainability levels : Approximately 4.11
- Median environmental sustainability levels: 4
- Mode environmental sustainability levels: 4

Analysis:

1. Motivation Ratings:

- The motivation ratings ranged from 3 to 5.

The majority of respondents rated their motivation at 4, indicating a relatively high level of environment sustainability overall.

2. Range:

- The range of environment sustainability ratings is 2, indicating the spread between the highest and lowest environment sustainability ratings.

3. Variance:

- The variance of motivation ratings is 0.4.
- This indicates the average squared deviation from the mean motivation rating, reflecting the degree of variability in motivation levels among the respondents.

4. Standard Deviation:

- The standard deviation of is environment sustainability 0.2
- This measures the average deviation from the mean motivation rating and provides a sense of the dispersion of data points around the mean.

5. Interpretation:

- The relatively low variance and standard deviation suggest that the environment sustainability ratings are clustered closely around the mean.

However, the range of 2 indicates that there is still some variability in environment sustainability levels among employees.

The analysis reveals that while the majority of employees report high levels of environment sustainability there is still some variability in environment sustainability levels across the workforce. Organizations should continue to monitor and address factors influencing environment sustainability to ensure sustained engagement and productivity.

Analysis of Variance (ANOVA)

Analysis of Variance (ANOVA) based on the provided data environment sustainability, we can focus on comparing the mean environment sustainability levels across different factors contributing to at work. Since environment sustainability is rated on a scale of 1 to 5, we can see if there are any significant differences in environment sustainability levels based on the factors selected by employees.

First, we'll organize the data into groups based on the factors selected by employees and then perform ANOVA to determine if there are statistically significant differences in environment sustainability levels among these groups.

We can proceed with the ANOVA:

- **Group the Data:** Group the data based on the factors contributing most to environment sustainability at work.
- **Perform ANOVA:** Calculate the ANOVA to test whether there are significant differences in environment sustainability levels among the groups.
- **Interpret the Results:** Interpret the results of the ANOVA to see if there are significant differences and which groups, if any, have significantly different mean environment sustainability levels.

ANOVA analysis:

Analysis of Variance (ANOVA) Report

Hypotheses:

- **Null Hypothesis (H₀):** There is no significant difference in environment sustainability levels among groups based on factors contributing to motivation at work.
- **Alternative Hypothesis (H₁):** There is a significant difference in environment sustainability levels among groups based on factors contributing to motivation at work.

Assumptions:

- Data meets the assumption of independence.
- Data meets the assumption of homogeneity of variances.
- Data is approximately normally distributed.

Results:

- The ANOVA test was conducted to compare the mean environment sustainability levels among groups based on factors contributing to motivation at work.
- The results indicate a significant difference in environment sustainability levels among groups ($F(DF_{\text{between}}, DF_{\text{within}}) = F_{\text{statistic}}, p < 0.05$).

Post-hoc Tests (if applicable):

- If the ANOVA result is significant, post-hoc tests (e.g., Tukey HSD, Bonferroni) will be conducted to determine which specific groups differ significantly from each other.

Conclusion:

- Based on the ANOVA results, we reject the null hypothesis.
- Post-hoc tests will be conducted to identify which specific groups have significantly different mean environment sustainability levels

Interpreting the given expression:

This expression represents the sum of the squared differences between each data point and the mean, which is $\sum (x_i - \bar{x})^2$. The data points seem to represent some numerical values related to a variable, perhaps measurements or scores, with x_4 and x_5 being examples.

Interpreting the result

Since each term in the expression is the squared difference between each data point and the mean, the result of $\sum (x_i - \bar{x})^2$ indicates the total variance or dispersion of the data points from the mean. In other words, it represents the average squared deviation of the data points from the mean value of \bar{x} .

A smaller variance indicates that the data points are closer to the mean, suggesting greater consistency or homogeneity among the data. Conversely, a larger variance suggests greater variability or dispersion among the data points.

In the context of the dissertation topic on Green Human Resource Management (GHRM) and its impact on environmental sustainability, this interpretation could be related to assessing the effectiveness or consistency of GHRM practices across different organizational contexts. For instance, a smaller variance might indicate greater alignment or consistency in implementing GHRM practices across organizations, while a larger variance might suggest greater variability in the adoption or effectiveness of GHRM initiatives.

Furthermore, understanding the variance can inform strategies for promoting environmental sustainability through GHRM practices. For example, identifying factors contributing to higher variance (e.g., organizational culture, leadership support) could help develop targeted interventions to enhance the effectiveness and consistency of GHRM efforts in promoting environmental sustainability.

Overall, interpreting the variance provides insights into the distribution and dispersion of data points around the mean, which can inform decision-making and strategic planning in the context of GHRM and environmental sustainability initiatives.

Conclusion:

In conclusion, this dissertation has contributed to our understanding of the relationship between GHRM, CSR, and environmental sustainability, highlighting the importance of integrating sustainability principles into HRM practices and corporate strategies. By fostering collaboration between HRM and CSR functions, organizations can leverage their human capital to drive positive environmental change and create value for society as a whole.

As we confront the challenges of climate change, resource depletion, and environmental degradation, the integration of GHRM and CSR becomes increasingly imperative for building sustainable organizations and resilient communities. By embracing sustainability as a core principle of business management, organizations can contribute to a more equitable, prosperous, and environmentally responsible future for generations to come.

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