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**Technological Integration in  
Environment-Oriented Human  
Resource Management Practices for  
Enhancing Environmental Performance  
in China's Hospitality Industry**



**Abstract:** - In recent years, the impact of environmental disasters and global warming on our quality of life has intensified. One prominent factor contributing to this adverse shift is the rising level of economic activity, leading to environmental degradation. "Green development," a crucial concept in global economic progress and social advancement, holds significant positive implications not only for a company's growth but also for the sustainable development of society as a whole. Through the following three purposes of research: To study the impact of green staffing and recruitment, green training and development and green knowledge management on green innovation; To find out the influence of green innovation on environmental performance, and finally explores the mediating role of green innovation. In this study, we reviewed the relationship between green staffing and recruitment, green training and development, green 360-degree performance appraisals function, green knowledge management and green innovation, and the relationship between green innovation and environmental performance. On the basis of literature review, we proposed our hypothesis..

**Keywords:** Green staffing and recruitment, Green training and development, Green Innovation (GI), Environmental Performances (EP),

## 1. Introduction

In recent times, there has been a growing acknowledgment of environmental concerns. The ongoing efforts of ecologists to raise public awareness about the depletion of natural resources (Kumar & Barua, 2022) and the ecological harm resulting from the increasing resource consumption by corporations worldwide (Lehmann et al., 2022) are commendable. Environmental protection has become a matter of paramount

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global importance, and environmental degradation has emerged as a worldwide crisis. Ecologists deserve recognition for their persistent efforts to raise public awareness regarding the depletion of natural resources (Kumar & Barua, 2022) and the adverse effects of heightened resource consumption by corporations on a global scale (Lehmann et al., 2022). With the heightened international focus on the challenges and opportunities associated with environmental sustainability, the transition from traditional human resource management (HRM) to environmentally friendly HRM has reshaped the approach to crafting HRM practices that are environmentally conscious. This dissertation delves into the role of green leadership, also known as green human resource management (GHRM), in enhancing environmental performance (EP) within organizations.

Green HRM adopts an environmentally conscious approach with the goal of cultivating an eco-friendly workplace environment that motivates employees to carry out their tasks in a manner that is environmentally responsible. In accordance with contemporary green HRM principles and practices, this involves the active participation of top management in inspiring employees to take responsibility for environmental matters and fostering a sense of teamwork within the organization. Additionally, it encompasses the recruitment, satisfaction, motivation, personal growth, and mentorship of individuals in alignment with the organization's objectives (Pimonratanakan and Pooripakdee, 2017; Pham et al., 2019). Furthermore, green innovation is delineated as "performance" encompassing both hardware and software innovations, as well as a company's implementation of green products or processes. This includes technological innovations aimed at energy conservation, pollution

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prevention, waste recycling, green and environmentally friendly product design, and corporate environmental management (Chen et al., 2006).

In past research, environmental performance has been defined as “a combination

of Integrate with the organization's external and internal management Achieve overall economic benefits such as expanded markets, sharing of brand image and performance improvement with their strategic partners by creating an eco-friendly environment and reducing environmental-related risks” (Van Hoek and Erasmus, 2000). Green Innovation is defined as "performance" involving hardware and software innovations and a company's execution of green products or processes, including technological innovations involving energy conservation, pollution prevention, waste recycling, green and environmentally friendly product design, or corporate environmental

management(Chen et al., 2006).

In conclusion, the current study makes an incremental contribution by being conceptually grounded in both componential theory of creativity (CTC),social learning theory (SLT), the resource-based view theory and ability-motivation-opportunity theory(AMO). The Componential Theory of Creativity (CTC) serves as a meta-theory that provides a comprehensive perspective on the social and psychological elements that impact creativity within an organizational setting. It elucidates how both individual-level factors and aspects within the work environment shape the creative behaviors of employees (Amabile, 1983, 2018; Amabile, Conti, Coon, Lazenby, & Herron, 1996).Social learning theory (SLT) is characterized as the examination of how environmental and cognitive factors interact to shape human learning and behavior (Li et al., 2019).On the other hand, the resource-based view theory elucidates resources as valuable assets that empower a firm to conceptualize and execute strategies aimed at enhancing its efficiency and effectiveness (Pohjola, 2002).

### *1.1 Background of Study*

The expert's perspective, supported by a wealth of evidence, demonstrates that the future of sustainable business is firmly rooted in environmentally conscious and socially responsible organizations. Over the past few years, there has been a mounting demand for businesses to embrace environmentally sustainable practices.In recent decades, the preservation and safeguarding of the natural environment have emerged as a global concern and a pivotal issue, which has in turn encouraged the adoption of environmentally responsible approaches in organizational management (Ouyang et al.,

2019; Singjai). In practical terms, organizations can anticipate deriving certain advantages from enhancing their environmental performance.Elevating environmental performance stands as a fundamental component of both organizational social responsibility, as emphasized by Al-Minhas, Ndubisi, and Barrane in 2020, and organizational sustainability.

#### *1.1.1 Tourism Industry*

With the increasing prominence of tourism in the national economy, the connection between tourism and economic growth has emerged as a prominent topic of discussion and unquestionably, a prevailing trend in the field of tourism research (Fang et al., 2021).In today's rapidly evolving service-driven global economy, tourism stands out as a pivotal industry, playing a significant role in alleviating unemployment, enhancing the quality of life within local communities, stimulating economic expansion, and bolstering social well-being (Gabriel et al., 2017).Over the last six decades, the tourism industry has experienced a prosperous era, exemplified by the arrival of 1.5 billion international tourists in 2019, marking a notable 3.8% increase compared to the preceding year. Remarkably, global spending on tourism surged significantly, ranging from 495 billion to an impressive

1.5 trillion USD, accounting for a substantial 7% share of the overall exports, encompassing both goods and services, as reported by the United Nations World Tourism Organization in 2019.Then, with the global spread of the novel corona- virus epidemic, the world's tourism industry has been hit hard, and the tourism economy of various countries has been severely affected.

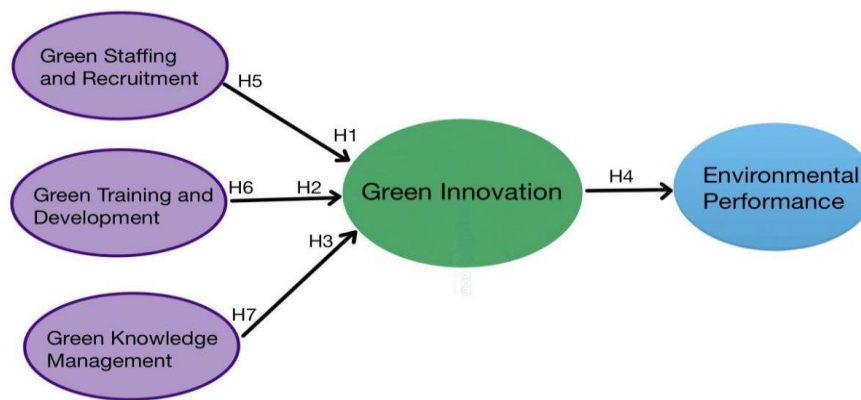
#### *1.1.2 An overview of China hotel industry*

China's hotel industry boasts a rich and extensive history, with its roots dating back to ancient times and

characterized by remarkable development. After enacting the "open-door" policy in 1978, China experienced a profound transformation driven by continuous development, as noted by Gu et al. (2012). As China began welcoming foreign direct investment in the early 1980s, global hotel companies from various nations flourished within the country (Gu et al., 2012). This growth within China's hotel industry coincided with the country's transition from a centrally planned economy to a socialist market economy. China's reform efforts and the introduction of its Open-Door policy have catalyzed remarkable developments in the Chinese hotel industry over the past two decades. In a pivotal moment, the Hong Kong Peninsula company initiated the management of the first joint-venture hotel, the Jianguo Hotel, in 1982 (Pine et al., 2000). This marked the beginning of China's hotel industry expanding on a global scale, with revenues surging by 1.8 times between 2000 and 2009. This impressive growth was primarily driven by China's rapid economic expansion, increased purchasing power, and reduced transportation costs (Xu, 2010; Zhang, 2011).

## 2. Literature Review

### 2.1 Theoretical Framework and Hypotheses



**Figure 1: Theoretical Model**

### 2.2 Green Staffing and Recruitment Function

Especially in large firms with a large workforce, implementing online tools for employee screening, training, and performance monitoring is essential to developing and recognizing a system for managing environmental upgrades (Nijhawan Geetu,

2014). Selection and recruitment, purchasing, training and development, performance management systems (PMS), incentives, collaborations, and awards were some of the aspects that this project included (Ford, 2012). Green HR practices, also known as "green staffing," involve the hiring and selection of individuals who possess a thorough understanding of environmental issues and who will educate other members of the same organization about the benefits of a green workplace. Training in this area focuses on integrating the environment's advantages and effects on individuals, groups, and organizational sustainability (Sharma and Gupta, 2009). Since job searchers usually favor environmentally conscious organizations, employers aiming to attract and hire top talent should provide roles that stress environmental conservation and improvement (Gully, Phillips, Castellano, Han, & Kim, 2013, Ones & Dilchert, 2013, Renwick et al.,

2016). Here, recruiting and selection practices used by companies reflect the expanding influence of GHRM (Renwick et al., 2016). It has been demonstrated by Wei et al.'s empirical study (2011), which used samples from 223 Chinese businesses, that human resource management positively affects businesses' ability to innovate new products. Here, the hiring and selection processes used by firms show how GHRM practices are becoming more and more important (Renwick et al., 2016). Green HRM procedures need to cover green hiring and selection. Using efficient recruiting and selection procedures is crucial for any organization's HRM entrance point. The processes of hiring and selecting people enhance the actual significance. By attracting and keeping employees

who have a similar conviction, a firm can demonstrate its commitment to improving environmental performance through green recruitment (Masri and Jaaron, 2017). Many facets of green human resource management have an impact on green innovation, as researchers have shown that HRM significantly and favorably influences the development of new goods and services (Jimenez-Jimenez and Sanz-Valle, 2008). We propose the following hypothesis:

H1: Green staffing and recruitment has a significant impact on green innovation.

### 2.3 Green Training and development

Job training is an essential HRM activity that helps individuals develop the attitudes, skills, and concepts that improve performance at work. It's also one of the most widely used strategies for increasing employee productivity and informing prospective employees of the goals of the organization (Rawashdeh, 2018). When it comes to the environment, environmental training is described as an organizational procedure that offers chances and knowledge with the goal of giving employees the appropriate environmental understanding, behaviors, and attitudes (Obaid and Alias,

2015). Green training in the context of green human resource management (GHRM) entails continuing education and an on-the-job learning process with an emphasis on aligning environmental management goals and objectives (Teixeira A.A, 2016). Employee learning can be applied to innovation, improved performance, and increased firm competitiveness by means of training (Obaid et al., 2015). Employee training has a significant impact on their capacity to make informed decisions on green HRM practices (Ojo et al., 2020). Longoni et al. (2018) state that green growth and training, along with green benefits and compensation (Vega-Muoz et al., 2021; Yusoff, Nejati, Kee, & Amran, 2020), are significant instances of crucial HRM practices that promote enhanced environmental performance via green innovation (Renwick et al., 2013). Green innovation is used to incorporate environmental training into the everyday staff training program. Green training and development strategies have improved employee environmental awareness, attitudes, skills, and knowledge (Gimet al., 2022). An essential element of green HRM practices is green training and development. Training is defined as the process of educating adaptable people to develop the abilities needed for innovations-driven advancements. (Gill et al., 2021; Raji and Mishra, 2014). Employee knowledge of innovation will unavoidably increase as their awareness of environmental preservation continues to grow. According to Feng and Chen (2018), strategic HRM promotes product innovation in companies with a flat organizational structure and a developing culture. We propose the following hypothesis:

H2: Green training and development has a significant impact on green innovation.

### 2.4 Green Knowledge Management

Green knowledge management, according to Jamison (2001), is less about the environment in which we live and more about the way we should live in order to actively pursue more sustainable avenues for socioeconomic success. Individual environmental activities can be predicted by green values and knowledge, as shown by the research of Fryxell and Lo (2003). "Green knowledge" is defined as knowledge that is created, developed, and applied to understand environmental problems and devise novel methods to solve them. Green knowledge is the fuel for eco-innovation, which is essential to advance the ideas of the circular and green economies (Horbach,

2015). The history of innovation and knowledge is extensive (Pineiro-Chousa et al.,

2020). A recent study found that an individual or corporate green innovation program cannot exist without the Green Knowledge Management framework. It fortifies people's learning orientation toward the environment, bringing new perspectives to enterprises with creative ideas, concepts, and solutions that ensure ecological restoration. Numerous aspects of knowledge with innovation, including supply chain knowledge (Agyabeng-Mensah et al., 2022) and technological knowledge (Zhao, 2022), have been studied using a range of modern research methodologies. However, it hasn't been discussed how Green Knowledge Management helps the business achieve its goals for green innovation. More needs to be communicated, though, regarding how GKM assists the business in achieving its goals for green innovation. Forward-thinking businesses provide infrastructure, resources, and information systems to encourage the creation of new knowledge. Employee

creativity and knowledge generation is made possible by these systems (Gauthier & Zhang, 2020; Habib et al., 2019). According to recent studies, businesses that have a GKM system may be better able to achieve sustainable development goals and engage in green innovation. According to Breznik's (2018) study, which looked at knowledge management's impact on organizational innovation, knowledge management encourages a corporation to pursue new ideas. Knowledge management methods and enablers are advantageous in improving business performance and creativity, as indicated by a number of empirical findings (Sahibzada et al., 2020). We put forward the following hypothesis:

H3: Green knowledge management has a significant impact on green innovation.

### 2.5 Green Innovation

Innovation is crucial to a company's survival in a global market since it enables them to create unique products and services and hold onto their competitive advantages (Matos et al., 2016). According to a number of scholars, including Thomke (2001), Christensen (1997, and Drucker (1988), innovation is the main driver of an organization's long-term economic success. The company's current focus is on internal innovation process development and management. As per the interpretation of "green innovation" by Driessen and Hill-ebrand (2002, p. 344), the phrase is interpreted pragmatically. The phrase "green innovation" was first used by Chen et al. (2006, p. 534) to refer to advancements in software and hardware that are connected to eco-friendly goods and procedures. Green innovation acted as a mediating factor in prior research on people capability and competitive advantage, financial resources and financial performance, capability management, and business analytics (Mwita and Kinemo, 2018; Waqas et al., 2021). Green innovation is connected to the company's green management goal, which encourages green performance (Adegbile et al., 2017). Green product/service and process innovation lowers costs and waste, which boosts a business's social and financial performance while minimizing its negative effects (Weng et al., 2015). Prior research indicated that enterprises' green innovation might be expected to result in proactive steps to enhance green performance (Tanveer et al. 2020). Relevant studies showed that green innovation, especially in the areas of product, process, and management innovation, directly improves the green performance of enterprises. According to the results of a recent study on SMEs in the manufacturing sector, green innovation fully mediates the link between GHRM and green performance (which also includes environmental performance or one of its components). Using the RBV (Barney, 2001) and AMO (Appelbaum et al., 2000) theories, Sui and other authors (2022) predict that green human resource management (GHRM) indirectly stimulates the environmental performance of the organization through the mediating roles of green product and green process innovation (two dimensions of green innovation). The mediation association between green innovation and green human resource management time and environmental performance was confirmed by Yen-Ku Kuo et al. (2022). Additionally, Guerrero Villegas et al. (2018) claim that innovation-related activities moderate the relationship between social sustainability and organizational success. Compensation and reward, green performance and appraisal, training and development, and recruiting and selection were the definitions of "green" HRM practices (Khan et al. 2022). We propose the following hypothesis:

H5: Green Innovation mediates the relationship between green staffing and recruitment and environmental performance.

H6: Green Innovation mediates the relationship between green training and development and environmental performance.

H7: Green Innovation mediates the relationship between green knowledge management and environmental performance.

### 2.6 Environmental Performance

Academics and professionals have started to focus more on how successfully corporations manage the environment during the last few decades. authorities' focus on environmental performance as part of their plans to protect the environment or natural resources and achieve the Sustainable Development Goals (SDGs) set forth by the United Nations (Waheed, A. et al. 2023). Environmental performance is crucial for both maintaining an enterprise's overall performance and safeguarding the environment from detrimental effects (such as pollution, environmental discharges, and wastes) (Singh et al., 2020).

Environmental sustainability efficiency includes environmental performance, which is tied to the company's natural environment operations and output (Klassen and Whybark, 1999). Tung et al. (2014) claim that the most effective method of assessing environmental performance is through the effective use of the content. Various forms of green innovation can display varying levels of environmental performance. According to Ezzi and Jarboui (2016), processes, products, and techniques aimed at reducing the use of energy, raw materials, and natural resources can lead to the mitigation or elimination of pollutant emissions. Consequently, Ezzi and Jarboui (2016) concluded that innovations play a crucial role in addressing environmental challenges and are therefore fundamental in achieving enhanced environmental performance (Li & M.S., 2023). Drawing from research conducted in China, Shi et al. (2021) assert that green innovation serves as a pivotal driver of green production. Environmental performance and green innovation with green possibilities were also examined in earlier research (Berrone and Gomez-Mejia, 2009). Green innovation unquestionably has a significant long-term impact on environmental performance (Zhu et al., 2017). Many aspects of a business's success have been investigated, and GI has been considered as a potential mediator. According to Eiadat et al. (2008), environmental innovation strategy acted as a mediator in the relationship between relevant environmental pressure and organizational business performance (Nisar et al., 2021). Kraus et al. (2020) claim that technical innovation and environmental management agendas that specifically aim to improve organizational environmental performance are linked to green innovation. (Jieru & Khan, 2024) According to Seman et al. (2019), green innovation can also boost environmental performance through reducing pollution levels, lowering the cost of hazardous waste disposal, and improving production and product quality. Green product and green process innovation, sometimes known as "green innovation," also reduces waste costs and enhances an organization's financial and social performance while minimizing its negative environmental effects (Weng et al., 2015; Yan & Zhang, 2021). A strong environmental management program is associated with enhanced environmental efficiency through green innovation (Adegbile et al., 2017; Chen et al., 2006; Singh et al.,

2020). Furthermore, García-Machado et al. (2019), Singh et al. (2020), and Rehman et

al. (2021) suggest that green innovation positively influences environmental performance. Green service innovation has been shown by Chen and Chang (2013) to improve business success. Green product and process innovation significantly reduces an organization's negative environmental effect while also enhancing business efficiency. It does this by cutting waste and costs, saving money, time, and energy, and promoting financial, environmental, and social success (El-Kassar et al,

2019). Furthermore, more researchers have confirmed and acknowledged that green innovation is linked to businesses' environmental organization strategies and promotes environmental efficiency (Adegbile, Sarpong, & Meissner, 2017; Calza, Parmentola, & Tutore, 2021). Therefore, they establish a positive correlation between green innovation and environmental performance. Green process and product innovation are expected to be important organizational resources that businesses use to improve their environmental performance and build trust with important stakeholders, based on earlier study (Chen et al., 2019). Without a doubt, green innovation has a big impact on environmental performance over the long run (Zhu et al., 2017). The aforementioned viewpoints have once again demonstrated how many components and perspectives of green innovation impact environmental performance. We propose the following hypothesis:

H4: Green Innovation has a significant impact on environmental performance.

### 3. Conclusion

By reviewing and combing the literature, the researchers found that green staffing and recruitment, green training and development and green knowledge management all have significant impacts on green innovation, either affecting one dimension of green innovation or affecting both dimensions (green process innovation and green product innovation). At the same time, green innovation also has a direct impact on environmental performance and plays an intermediary role. Green innovation mediates the relationship between green staffing and recruitment, green training and development and green knowledge management to environmental performance. However, this study only exists at the theoretical level, instead of using empirical research on actual Chinese hotels as evidence for the research hypothesis, it is limited to textual review, which is the shortcoming of this study and what future researchers can add on this basis, so as to combine theoretical content with empirical research to further support the hypothesis. To provide a better proof for the study of green human resource

management practice and environmental performance. Although this research has significant significance, and the research on green human resource management practices and environmental performance has always been a hot topic, the research background of China's hotel industry is still a rare research. This research has some limitations, which we discuss here, hoping to provide references for future research directions.

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