

Greening Higher Education: A Systematic Review of Green Human Resource Management Practices and Their Impact on Organizational Sustainability in Zhengzhou's Public Universities

Yang Rong¹, Chong Wen Tong², Kenny S.L Cheah^{3*}

¹ Institute of Advance Studies, University Malaya, Malaysia

² Department of Mechanical Engineering, Faculty of Engineering, University Malaya, Malaysia

³ Department of Education Management, Planning and Policy, Faculty of Education, University Malaya, Malaysia

*Corresponding Author: kennycheah@um.edu.my

Received: 25 February 2025 | Accepted: 13 April 2025 | Published: 30 April 2025

DOI: <https://doi.org/10.55057/ajress.2025.7.3.47>

Abstract: *This paper explores the importance of green human resource management (GHRM), particularly in higher education institutions. Research shows that environmental degradation is rooted in human behaviour, and organisations reduce environmental impacts by implementing green management practices. Human resource management plays a crucial role in promoting green behaviour and fostering organisational sustainability, and green recruitment, training, and reward practices are seen as essential strategies for achieving environmental management goals. Although GHRM research has grown in various industries in recent years, research in higher education is still limited. Higher education institutions have a special responsibility in environmental management because of their direct ecological impact and role in educating and disseminating sustainable development concepts. The article highlights the importance of promoting green practices in universities and the potential impact of these practices on environmental and social sustainability.*

Keywords: green human resource management, environmental management, organisational sustainability, high education

1. Introduction

Globally, scientists and environmental policymakers agree that human activity is the primary driver of ecological degradation, including resource depletion, increased pollution, and biodiversity loss. (Thondhlana & Mtutu, 2016; Renwick et al., 2013). In response, many businesses implement environmental management strategies or green initiatives to lessen their adverse effects on the environment and improve the sustainability of their everyday operations. Therefore, it is necessary to understand and shape employee behaviour to minimise the negative impact of their organisational activities on the environment. Researchers (e.g., de Souza Freitas et al., 2011; Renwick, Jackson, et al., 2011; Renwick, 2016) have emphasised the significant role of human resource management (HRM). As a result, integrating green practices within the HRM function could increase the chances of achieving corporate sustainability. Green human resource management (GHRM), a viable green management practice strategy that promotes environmental management, has garnered growing interest in the last decade. GHRM processes include green recruitment, training, rewards, and

performance evaluation (Dumont et al., 2017; Jabbour et al., 2008; Renwick et al., 2013; Tang et al., 2018).

Green HRM practices can reduce a company's environmental "footprint" of companies and make it more sustainable; researchers have shown a strong interest in green HRM research since 2016 (Dumont et al., 2016; Guerci et al.) Therefore, ecological management of human resources has become more and more of a research topic. Growing awareness of green issues has led to adopting green human resources practices across departments, such as paperless offices, reducing carbon footprints, and reducing waste (Ahmad, 2015). Human resources departments are critical in developing environmental campaigns, engaging individuals to develop green initiatives, and participating in changing existing practices (Mishra et al., 2014). They were engaging individuals to develop green initiatives and participate in changing existing practices (Mishra et al.). Green HRM can be seen as a planned and continuous organisational change (Sawang & Kivits, 2014). In recent years, many tertiary education establishments worldwide have endeavoured to incorporate environmental stewardship and eco-friendly methods at the heart of their activities. Being hubs for education and study, it is anticipated that these entities will spearhead the implementation of tactics and substitutes to tackle present ecological issues (Benayas et al., 2002; Disterheft et al., 2012; León-Fernández & Domínguez-Vilches, 2015). Additionally, their role involves serving as role models in rejuvenating and tackling environmental management's changing needs and obstacles (Finlay & Massey, 2012). Therefore, to promote an eco-friendly work atmosphere, tertiary education establishments ought to adopt the idea of "greening" (Gilal et al., 2019). Faculty, researchers, and administrative staff must integrate eco-friendly practices into everyday tasks (Benayas et al., 2002).

In recent years, Research on green human resource management has been booming, with studies across a range of industries, including travel and hotel industries (Luu, 2017), Information and Technology (IT) (Ojo & Raman, 2019), and automotive (Chaudhary, 2019). However, University research on green human resource management (GHRM) is still inadequate (Fawehinmi et al., 2020; Gilal et al., 2019). GHRM research focuses on the business rather than the education sector (Tairu, 2018). Therefore, Research on green human resource management (GHRM) in institutions of higher education is a developing field (Dyer & Dyer, 2017). In addition, environmental management in Asian countries has received relatively little attention, primarily because of its susceptibility to pollution and ecological degradation. However, the literature needs to be filled in with research because developing Asian countries face challenges related to environmental and economic sustainability (Renwick et al., 2013). Although universities emit less pollution than businesses, they raise environmental awareness and make current and future generations aware of the importance of environmentally friendly behaviours (Rayner & Morgan, 2017). In addition, the importance of environmental sustainability in higher education has also attracted widespread attention. Various activities on university campuses significantly impact the environment in terms of materials consumption, waste generation, excessive movement of humans and vehicles on campus, and use of electricity (Alshuwaikhat & Abubakar, 2008). In addition, as academic activities become increasingly diversified and information technology and advanced equipment are used increasingly, higher education institutions have become large consumers of energy, paper, and other resources (Altan, 2010). Too many environmental pressures and higher resource consumption costs have prompted universities to promote environmentally friendly behaviours to make resources more sustainable (Mtutu & Thondhlana, 2016). Therefore, higher education institutions promote environmental behaviour that contributes to implementing green activities (Mtutu & Thondhlana, 2016).

Universities increasingly recognise their environmental responsibilities and integrate ecological management into policies, teaching programs, research programs, building design, technology, and other campus projects (Mikulik & Babina, 2009). They have also issued environmental declarations. However, progress towards sustainable development remains slow (Lozano et al., 2013). Until recently, more attention has been paid to the technical components of environmental management in university environmental efforts, such as measuring energy use and greenhouse gas emissions. However, the behavioural components of controlling a university's environmental performance have received less attention (Levy & Marans, 2012). According to Lozano (2006), Few initiatives are being undertaken to incorporate the principles of sustainable development into research, education, and information programs, and a considerable number of university administrators and lecturers still require additional training on sustainable development and its application in universities.

For the past 20 years, the study of green HRM practices has flourished, providing excellent knowledge of how green employees react to shifting social, environmental, and economic contexts at work. HR specialists have explored green employee behaviour (Yong et al., 2019; Fawehinmi et al., 2020). Therefore, it is vital to study in higher education. This is significant for research and management because it helps us better understand GHRM practices and how they impact sustainability in higher education. They can inform managers about how GHRM practices can promote sustainability. Therefore, this study aims to analyse the green HRM practices and future challenges faced by public universities in Zhengzhou, Henan Province, and their impact on sustainable development. Therefore, this study examines the following questions:

- RQ1. What green HRM practices are currently implemented in some public universities in Zhengzhou, and how effective are these practices in promoting organisational sustainability?
- RQ2. What challenges do these universities face in implementing green HRM practices to achieve sustainable organisational development?
- RQ3. What strategic and policy adjustments do human resource managers suggest to improve the efficiency of green human resource management and support the sustainable development of these universities?

2. Literature Review

Green human resource management (GHRM) has recently received considerable attention (Tang et al., 2017; Kim et al., 2018; Zaid et al., 2018; Wikhamn, 2019). Green Human Resource Management (GHRM) long-term planning and the organisation's environmental goals are the same; both want to achieve sustainable development (Jabbour, 2013). However, many scholars have defined green HRM differently (Renwick et al., 2013; Masri & Jaaron, 2017; Ren et al., 2018). For instance, Renwick et al. (2013) describe green HRM as part of human resource management. Opatha and Arulrajah (2014) describe green HRM as achieving environmental goals by turning employees into green employees. Similarly, Masri and Jaaron (2017) consider green HRM a method of employee empowerment. In summary, Green Human Resource Management (GHRM) raises employees' awareness of environmental responsibility and empowers them to act (Jabbour, 2013; Nejati et al., 2017). Organisations can achieve environmental goals faster by practising green human resource management (GHRM). Researchers consider green HRM very important, and this study identifies green recruitment and selection, green training, green engagement, green performance appraisal, and green rewards as critical measures for assessing green HRM practices. (Jabbour, 2011; Yong & Mohd-Yusoff, 2016). The study suggests that these factors are critical because of their

importance in improving the environment and achieving environmental sustainability (Pham et al., 2019). such as green job analysis, which can help identify how employees are involved in environmental projects and evaluate knowledge related to environmental management. (Jabbour et al., 2010; Shah, 2019). Similarly, Renwick et al. (2013) think environmentally concerned organisations can better brand themselves, build a good reputation, and play an essential role in recruitment activities. Jabbour et al. (2010, p. 1,057) consider green selection as selecting key talent that demonstrates a deep environmental commitment. Training is seen as the organisation's investment in human resource management (Jackson et al., 2011). The organisation has trained its staff on environmental knowledge (Madsen & Ulhoi, 2001). Extensive green training can motivate employees to adopt environmentally friendly behaviours (Phillips, 2007). Meanwhile, Jabbour et al. (2010, p. 1057) mentioned that green human management helps assess employees' environmental management and provides feedback to the organisation to avoid negative manners. Similarly, Jackson et al. (2011) found that organisational feedback on employee performance in environmental problems contributes to continuous improvement in environmental management. In addition, there is a concordance in the broader academic field that green incentives have a significant catalytic effect. Many incentives also stimulate and help retain vital talent in the workplace (Jabbour et al., 2010, p. 1,058; Jackson et al., 2011).

3. Methodology

The selection process for papers used the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) statement as a guide (Moher et al., 2009). Eligibility criteria were fixed; thus, empirical studies published in peer-reviewed full-text papers written in English between 2010 and 2022 were selected for review. The publication time frame was chosen in recognition of the rising interest in GHRM papers between 2010 and 2022, which may be due to the spread of specific legislation (first in Europe and North US, then in Asia and South America) (Amrutha & Geetha, 2020).

3.1 How to search for information

EBSCOhost, ProQuest, and Web of Science search some databases. Each database requires a different detailed strategy. Meanwhile, the following general keyword combinations cover our research focus:

Green human resource management, environmental management, and sustainable development. The keywords were searched in the publication titles or abstracts as required.

3.2 Data collection

All references were collected in the Mendeley database and ATLAS.ti. The author independently reviewed the selected references, and many documents to be finally analysed were selected. The manual screening process mainly considered the content of the papers, as the selected database allowed pre-selection for full-text availability, year of publication, and language of publication. Papers that were not within the scope of this study (e.g., theoretical position papers, normative ideas, best practices, etc.) and articles that did not contain empirical studies were excluded. The authors also scrutinised the references of the selected articles for additional English-language literature that met the screening criteria. Finally, they judged whether to include these papers in the review by reading their abstracts.

Figure 1 shows the process of choosing papers.

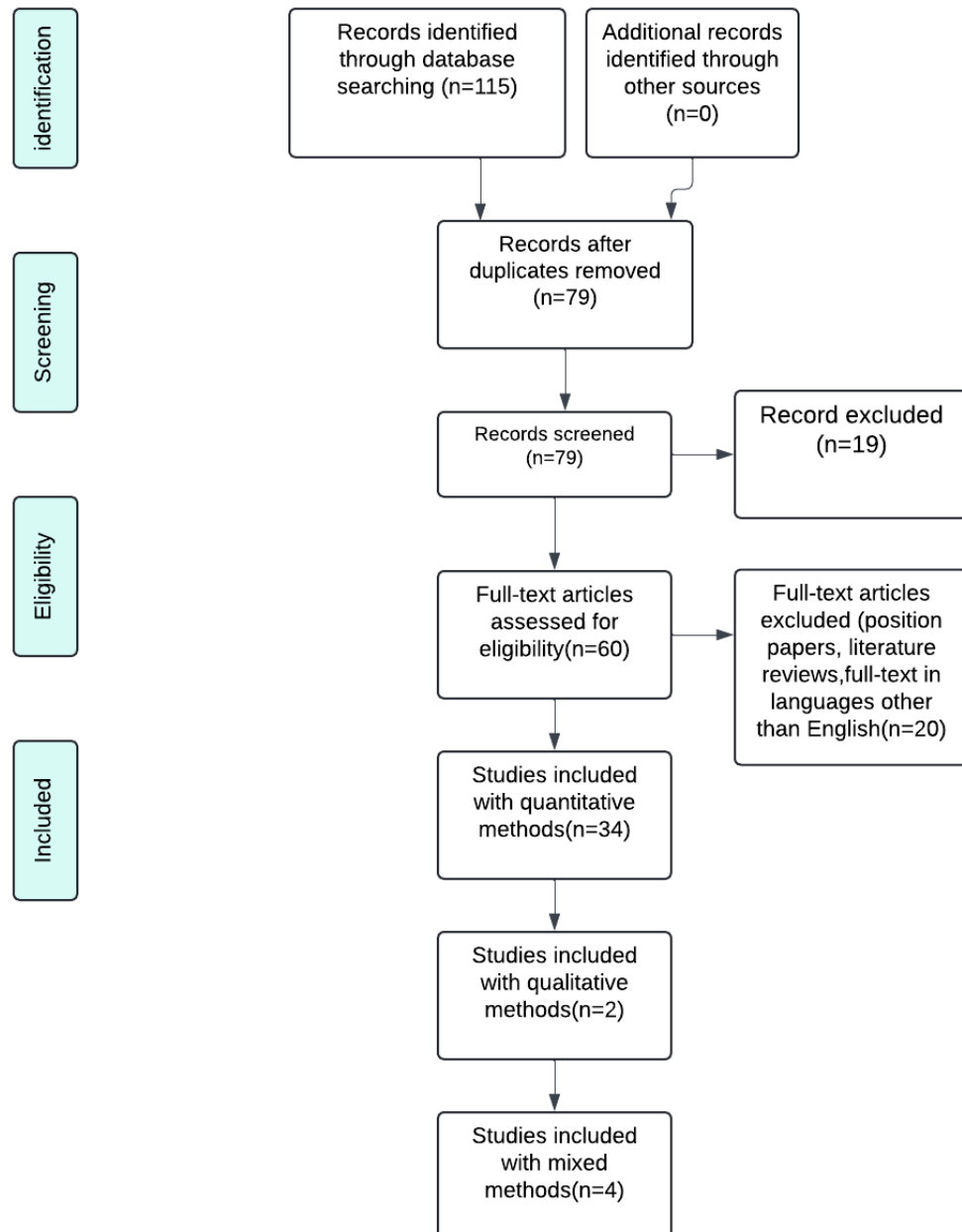


Figure 1: Study selection process

4. Results and Discussion

The results of this study have significant implications not only for public universities but also large and small firms, profit-making organisations, non-governmental organisations, multinational corporations, and government organisations. It inspires higher education institutions to restructure their curricula and train their staff in green policies and practices to benefit future administrators and society more significantly. Green HRM practices can enhance universities' environmental and social performance while attracting more students, government support, and environmental funding. Particularly in Asia, government policymakers can develop legal and administrative frameworks to promote organisational sustainability practices. Although China has introduced several environmental laws and policies, there is still an urgent need to push organisations to comply with them and to implement mandatory annual

or periodic disclosure, which should become mandatory in China, especially in developing countries.

While complying with the laws and policies, organisations should proactively address and invest in a corporate culture that promotes green HRM practices and encourages workers to participate in the organisation's sustainability standards through green behaviours. In addition, organisations should provide both material and non-material incentives to motivate environmentally friendly employees and influence other employees and organisations to follow these practices. GHRM applies not only to commercial organisations but is also essential to service industries, especially in the university environment. This means universities in other regions can change their human resource practices to respond effectively to environmental management challenges. The service industry should respond carefully to environmental challenges. Asian universities should pay full attention to organisational sustainability and its influencing factors (such as GHRM, green culture, and green behaviour).

Some universities in Zhengzhou have positively impacted the sustainability of their schools through green recruitment, green training, green performance management, and other measures. For example, Zhengzhou universities use electronic channels to post recruitment information, reducing paper use. Advertisements include the university's environmental commitment and green philosophy to attract like-minded candidates. Online interviews reduce the carbon footprint generated during the interview process, and candidates with experience in environmental management or green practices are given priority during the interview process. This initiative reduces paper and transportation costs, reduces overall carbon emissions, and helps shape employees' environmental awareness and behaviour by emphasising green concepts during recruitment.

Add environmental protection-related courses to the new employee orientation training, including energy conservation, emission reduction, and resource recycling. Use electronic training materials to avoid the use of paper textbooks. At the same time, the training content involves practising green management in daily work. Regularly hold refresher courses on environmental protection technology and green management to improve employees' environmental protection skills and awareness. This has significantly improved employees' understanding and practical ability of green management and made employees pay more attention to environmental protection in their daily work, thus promoting the organisation's sustainable development.

Environmental performance indicators, such as energy conservation and emission reduction results, resource utilisation efficiency, etc., are included in employee performance evaluations. Employees who perform well in environmental protection are rewarded with bonuses, promotion opportunities, or other benefits. Regular audits are conducted on employees' environmental behaviour, and performance management policies are adjusted based on the audit results. Employees actively participate in environmental protection activities due to performance evaluations and incentive mechanisms. Through continuous environmental audits and green incentives, the organisation has made significant progress in environmental management. Employees could express their opinions and suggestions during the formulation and implementation of green policies. For example, when formulating environmental protection measures, employees can participate in decision-making through questionnaires or opinion solicitation. Employees are encouraged to participate in green activities, such as environmental protection volunteer services and green innovation competitions. Employees can directly participate in environmental protection practices and enhance their understanding

of green management through these activities. The active participation of employees has a positive impact on the organisational culture. For example, employee participation increases their awareness of environmental protection, and the organisation's awareness and sense of responsibility for environmental protection have been significantly improved. Green activities and projects require employees' collaboration and joint efforts, which enhances team cohesion and the spirit of cooperation. Participation in green management activities makes employees feel they contribute to the organisation's social responsibility, increasing job satisfaction and loyalty. The widespread participation of employees promotes the formation of a green culture, making environmental protection a part of the organisational culture and further promoting the implementation and development of green management measures.

Zhengzhou University has successfully integrated environmental protection concepts into daily management practices by implementing green human resources initiatives such as green recruitment, training, and performance management. These initiatives reduce environmental impact, improve employees' environmental skills and awareness, and promote a green culture. The active participation of employees not only improves the organisation's environmental performance but also enhances team spirit and employee satisfaction.

Organisations face a range of challenges in promoting sustainable development. These challenges involve internal factors, such as financial constraints, lack of expertise, internal resistance, and external factors, such as regulatory changes and market conditions. The following describes these challenges in detail and discusses their impact on organisations and strategies for dealing with them.

Financial constraints are a significant obstacle for many organisations when promoting sustainability strategies. These constraints may arise from budget cuts, shifting priorities, or uncertainty about the return on investment. Insufficient funding may prevent organisations from implementing necessary green technologies, energy-saving facilities, or environmentally friendly raw materials, thus hindering sustainability goals. A lack of sufficient expertise and skills within the organisation is also a significant challenge. Organisations may not have sufficient knowledge of the relevant technologies, strategies, and management methods when implementing sustainability projects, leading to problems in project design and implementation. Lack of expertise can affect the application and management of green technologies. Internal resistance often manifests as resistance to change from employees, management, or other stakeholders. This resistance can be due to a lack of understanding of new policies, concerns about the cost of change, or a reliance on existing processes. Internal resistance can slow the change process and even prevent achieving sustainability goals. In a globalised context, organisations must deal with changing regulations and policies. These regulatory changes can relate to environmental regulations, labour laws, tax policies, etc. Frequent regulatory changes create new requirements for operational and strategic adjustments, which may lead to increased compliance costs and reduced operational efficiency. Market conditions, such as economic fluctuations, competitive pressures, and changing customer needs, significantly impact an organisation's sustainability strategy. Economic downturns may lead to budget constraints, while increased competition may force organisations to re-examine their strategic direction. Uncertainty in market conditions requires organisations to be flexible and adaptable.

In the face of financial constraints, organisations must address the lack of funds. For example, setting clear investment priorities, seeking external funding, or optimising resource allocation are standard solutions. Through these measures, organisations can effectively manage funds

and ensure the smooth implementation of sustainable development projects. Organisations can fill the gap by strengthening employee training and introducing external experts or consulting companies to address the lack of expertise. In addition, establishing an internal knowledge-sharing platform to promote the exchange of experience is also an effective way to enhance professional capabilities. Practical strategies for dealing with internal resistance include strengthening communication, change management, and stakeholder engagement. By explaining the necessity and benefits of change, establishing a change support network, and gradually introducing change, organisations can effectively reduce resistance and promote the smooth implementation of change. Strategies for dealing with regulatory changes include establishing a dedicated compliance team, conducting continuous regulatory monitoring and analysis, and adjusting operational strategies promptly. In addition, maintaining good communication and cooperation with regulatory agencies can help organisations better adapt to regulatory changes. In the face of changing market conditions, organisations need to be able to adjust their strategies flexibly. Through market research and trend analysis, organisations can understand market dynamics and adjust their strategies accordingly. In addition, innovation and strengthening communication with customers to understand their changing needs are also effective strategies for responding to market challenges.

Promote sustainable development by strengthening green human resource management. First, environmentally conscious candidates should be prioritised in the recruitment process and explicitly required to have skills and knowledge related to environmental management. Then, green skills training for existing employees will be provided to improve their ability in environmental management, energy conservation, and emission reduction. Also, environmental protection indicators should be incorporated into the performance appraisal system, and specific indicators for energy conservation, emission reduction, and resource utilisation should be set to encourage employees to participate actively in environmental protection actions. Promote green practices such as telecommuting and paperless offices to reduce employees' carbon footprint and resource consumption. Improve the office's energy efficiency by introducing energy-saving lighting and intelligent temperature control systems. Conduct environmental publicity and education activities to raise employees' environmental awareness and sense of responsibility and encourage them to take green actions in their work and life. Reward employees who actively participate in green activities, such as bonuses, promotion opportunities, or recognition, to stimulate their enthusiasm for environmental protection. The government can introduce incentive policies such as tax breaks and financial subsidies to encourage companies to adopt green HRM practices. They can also support companies in promoting the application of environmentally friendly technologies and equipment through public procurement and preferential loans. The government and businesses can work with environmental organisations to develop common green standards and guidelines to promote popularising green HRM practices. Establish cross-industry and cross-regional environmental cooperation platforms to share best practices and successful experiences. Promote the standardisation of green HRM worldwide, establish a unified green HRM certification system, and encourage businesses to implement environmental practices worldwide. Support multinational companies in implementing consistent green HRM policies in different countries to promote global sustainable development.

These strategic measures and policy recommendations aim to promote the contribution of businesses and organisations to environmental sustainability by enhancing green human resource management to achieve broader social and ecological benefits.

5. Conclusion

5.1 Implications for practice and policy

This study shows that green HRM practices can enhance environmental sustainability in universities, especially in green recruitment, environmental training, and employee participation in environmental activities. These practices help universities make significant progress in resource management and energy conservation and promote environmental awareness and responsibility among the campus community. To this end, we recommend that university administrators take specific actions. First, they should establish a committee or appoint a green leader responsible for green affairs, composed of university leaders, faculty, student representatives, and external experts, to ensure multi-stakeholder participation and supervision. Second, environmental training for faculty and students should be strengthened, covering the latest green practices, energy-saving tips, and how to incorporate sustainable development into daily work and study. In addition, universities should actively create and promote a green culture by organising various environmental activities, promoting green campus construction, and encouraging faculty and students to actively participate in environmental protection through incentives and incentive mechanisms to deeply embed the green concept into the campus culture.

At the policy level, it is recommended that policymakers take a series of measures to support and promote the implementation of GHRM. First, they should develop and improve the green policy framework to ensure that all universities set out environmental goals in their strategic plans. These goals include reducing carbon footprints, improving resource efficiency, and promoting environmental education. Second, policymakers should provide universities with the necessary financial support and resources to help them effectively implement GHRM practices, for example, by encouraging universities to implement green measures through special funds or tax incentives. Finally, it is recommended that a green performance evaluation mechanism be introduced to regularly assess universities' performance in GHRM implementation and sustainable development. The evaluation results should be linked to funding or university rankings to encourage more universities to participate actively in green actions.

Given this study's limitations, we recommend that future researchers conduct in-depth follow-up studies on the long-term effects of GHRM to gain a more comprehensive understanding of its far-reaching impact on the sustainable development of universities. In addition, we encourage more collaborative research between different disciplines, such as environmental science, management, and education, to explore the multidimensional impact of GHRM in-depth and to provide more scientific and practical guidance for policymakers and university administrators to optimise relevant policies and practice frameworks continuously.

5.2 Future research directions

Future research could explore the long-term effects of GHRM (green human resource management), primarily through long-term follow-up surveys, to reveal the sustained impact of these practices on the environmental sustainability and overall development goals of universities. This will help to understand whether GHRM can promote profound changes and sustainable development in universities in the long term. Secondly, cross-cultural or cross-regional comparative research is also a meaningful direction. By studying universities in different cultural backgrounds or geographical regions, exploring the adaptability and effectiveness of GHRM practices in different environments can help identify the cultural and

regional challenges faced in implementing GHRM and provide more general guidance for green management strategies in universities worldwide.

In addition, future research can focus on integrating GHRM with other management practices, exploring how these practices can be coordinated within an organisation to form a more comprehensive sustainability strategy. Research could also explore the interaction between GHRM and other critical management practices, such as quality and performance management, to provide practical advice for university managers to optimise their management strategies. Combining quantitative and qualitative research methods will also be an important direction for future research. Quantitative data analysis can assess the effectiveness and scope of GHRM practices. At the same time, qualitative methods, such as in-depth interviews and case studies, can reveal the practical problems and complexities encountered in implementing GHRM, providing a richer context for understanding the specific operation of these practices. Finally, future research should further explore the engagement of faculty and students in GHRM practices and their impact on the organisation's sustainability. Research can further analyse how to enhance the recognition and participation of faculty and students in environmental goals through incentives, education, and training, which is critical to promoting the overall sustainability of universities. These studies will provide valuable insights for university administrators and policymakers to help them better design and implement effective GHRM strategies to improve the continuous environmental sustainability of universities.

Universities are an essential source of qualified human resources for companies and employment opportunities for homes and society. The aim is to explore the perceptions of green HRM practices at public universities in Zhengzhou and to analyse whether these universities implement GHRM practices and how they motivate their employees to adopt innovative work behaviours to adapt to new technologies and methods for protecting the environment. After a comprehensive literature review, we found no empirical evidence of how universities worldwide use green HRM and encourage employees to adopt innovative behaviours to address environmental challenges. Therefore, this research attempts to fill the gap by conducting this study in Zhengzhou.

The Chinese government has formulated laws and policies to support environmental protection activities. Green HRM is one of the critical strategies for companies to recruit, select, and train environmentally friendly employees to prepare for mitigating environmental issues. Some researchers have stated that green human resource management can benefit organisations by reducing waste and costs, saving energy, attracting and retaining talents, etc. (Renwick et al., 2013; Sawang & Kivits, 2014). As natural resources are rapidly depleting, the corporate sector has become cautious about environmental sustainability. Universities have also begun to adopt green human resource management, encouraging employees to take innovative actions to address environmental issues. The results of this study indicate that green human resource management practices can improve organisational sustainability in some public universities in Zhengzhou. HRM departments should update traditional practices and adopt green practices to achieve organisational sustainability. In addition, they should prioritise environmentally conscious and qualified candidates in the recruitment process. Based on an assessment of needs, human resources management should provide environmentally relevant waste and energy management training. Although this study has some limitations, we hope it opens discussions about green HRM as an area of research and practice and inspires future research on green HRM policies and practices in response to the challenges faced by business sectors across the country environmental challenges.

Acknowledgement

The author would like to thank the University of Malaya for supporting this study.

References

- Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent business & management*, 2(1), 1030817.
- Alshuwaikhat, H. M., & Abubakar, I. (2008). An integrated approach to achieving campus sustainability: assessment of the current campus environmental management practices. *Journal of cleaner production*, 16(16), 1777-1785.
- Altan, H. (2010). Energy efficiency interventions in UK higher education institutions. *Energy Policy*, 38(12), 7722–7731.
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.
- Benayas, J., Alba, D., & Sánchez, S. (2002). “The university and sustainable development: the environmentalisation of university campuses: the case of the Autónoma De Madrid University,” *Ecosistemas*, available at: www.aeet.org/ecosistemas/023/educativa2.htm (accessed 5 May 2020).
- Chaudhary, R. (2019). Green human resource management in Indian automobile industry. *Journal of Global Responsibility*, Vol. 10 No. 2, pp. 161–175.
- Disterheft, A., Ferreira da Silva Caeiroa, S. S., Ramosa, M. R., & de Miranda Azeiteiroa, U. M. (2012). Environmental Management Systems (EMS) Implementation Processes and Practices in European Higher Education Institutions – top-down versus Participatory Approaches. *Journal of Cleaner Production*, Vol. 31, pp. 80-90.
- Dumont, J., Shen, J. and Deng, X. (2016). “Effects of green HRM practices on employee workplace green behaviour: the role of psychological green climate and employee green values,” *Human Resource Management*, Vol. 56 No. 4, pp. 613–627, available at: <https://doi.org/10.1002/hrm>
- de Souza Freitas, W. R., Jabbour, C. J. C., Mangili, L. L., Filho, W. L., & de Oliveira, J. H. C. (2012). Building sustainable values in organisations with human resource management support: Evidence from one firm considered Brazil's "best place to work." *Journal of Human Values*, 18(2), 147–159. <https://doi.org/10.1177/0971685812454483>
- Dyer, G. & Dyer, M. (2017). Strategic leadership for sustainability by higher education: the American College and University presidents' climate commitment. *Journal of Cleaner Production*, Vol. 140, pp. 111–116.
- Fawehinmi, O., Yusliza, M., Mohamad, Z., Noor Faezah, J., & Muhammad, Z. (2020). Assessing the green behaviour of academics: the role of green human resource management and environmental knowledge. *International Journal of Manpower*.
- Finlay, J. & Massey, J. (2012). Eco-campus: applying the ecocity model to develop green university and college campuses. *International Journal of Sustainability in Higher Education*, Vol. 13 No. 2, pp. 150–165.
- Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Chaana, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: a moderated mediation model. *Corporate Social Responsibility and Environmental Management*, No. 6, pp. 1579-1590.
- Guerci, M., Longoni, A., & Luzzini, D. (2015). Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices. *The*

- International Journal of Human Resource Management, 27(2), 262–289.
<https://doi.org/10.1080/09585192.2015.1065431>
- Guerci, M., Montanari, F., Scapolan, A., & Epifanio, A. (2016). Green and nongreen recruitment practices for attracting job applicants: exploring independent and interactive effects. *The International Journal of Human Resource Management*, Vol. 27 No. 2, pp. 129–150, available at: <https://doi.org/10.1080/09585192.2015.1062040>
- León-Fernández, Y. & Domínguez-Vilches, E. (2015). Environmental management and sustainability in higher education: the case of Spanish universities. *International Journal of Sustainability in Higher Education*, Vol. 16 No. 4, pp. 440-455.
- Levy, B. L., & Marans, R. W. (2012). Towards a campus culture of environmental sustainability: Recommendations for a large university. *International journal of sustainability in higher education*, 13(4), 365-377.
- Luu, T. T. (2017). CSR and organisational citizenship behaviour for the environment in the hotel industry: the moderating roles of corporate entrepreneurship and employee attachment style. *International Journal of Contemporary Hospitality Management*, Vol. 29 No. 11, pp. 2867–2900.
- Lozano, R. (2006). Incorporation and institutionalisation of SD into universities: breaking through barriers to change. *Journal of Cleaner Production*, 14(9-11), pp. 787–796.
- Lozano, R., Lukman, R., Lozano, F. J., Huisinigh, D., & Lambrechts, W. (2013). Declarations for sustainability in higher education: becoming better leaders, through addressing the university system. *Journal of Cleaner Production*, 48, 10-19.
- Liberati, A., Altman, D. G., Tetzlaff, J., Mulrow, C., Gøtzsche, P. C., Ioannidis, J. P., ... & Moher, D. (2009). The PRISMA statement for reporting systematic reviews and meta-analyses of studies that evaluate health care interventions: explanation and elaboration. *Annals of Internal Medicine*, 151(4), W-65.
- Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of cleaner production*, 143, 474-489.
- Madsen, H., & Ulhoi, J. P. (2001). Greening of human resources: environmental awareness and training interests within the workforce. *Indus. Manag. Data Syst.* 101, 57–63. doi: 10.1108/02635570110384320
- Mtutu, P., & Thondhlana, G. (2016). Encouraging pro-environmental behaviour: Energy use and recycling at Rhodes University, South Africa. *Habitat International*, 53, 142-150.
- Mikulik, J., & Babina, M. (2009). The Role of Universities in Environmental Management. *Polish Journal of Environmental Studies*, 18(4).
- Mishra, R. K., Sarkar, S., & Kiranmai, J. (2014). Green HRM: Innovative approach in Indian public enterprises. *World Review of Science, Technology and Sustainable Development*, Vol. 11 No. 1, pp. 26–42, available at: <https://doi.org/10.1504/WRSTSD.2014.062374>
- Nejati, M., Rabiei, S., & Jabbour, C. J. C. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of Cleaner Production*, 168, 163-172.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C. & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: introduction to the special issue. *German Journal of Human Resource Management*, Vol. 25 No. 2, pp. 99–116, available at: <https://doi.org/10.1688/1862-0000>
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organisations. *The International Journal of Human Resource Management*, 19(12), 2133–2154.

- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *Int. J. Hum. Resour. Manag.* 21, 1049–1089. doi: 10.1080/09585191003783512
- Jabbour, C. J. C. (2011). How green are HRM practices, organisational culture, learning, and teamwork? A Brazilian study. *Industrial and Commercial Training*, 43(2), 98–105.
- Jabbour, C. J. C. (2013). Environmental training in organisations: From a literature review to a framework for future research. *Resources, Conservation and Recycling*, pp. 74, 144–155.
- Jabbour, C. J. C. & Renwick, D. W. S. (2018). The soft side of environmentally-sustainable organisations. *RAUSP Management Journal*, Vol. 53 No. 4, pp. 622–627, available at: <https://doi.org/10.1108/RAUSP-07-2018-0044>
- Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *German Journal of Human Resource Management*, 25(2), 99–116.
- Kim, W., & Park, J. (2017). Examining structural relationships between work engagement, organisational, procedural justice, knowledge sharing, and innovative work behaviour for sustainable organisations. *Sustainability*, 9(2), 205.
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behaviour and environmental performance. *International journal of hospitality management*, pp. 76, 83–93.
- Ojo, A. O. & Raman, M. (2019). Role of green HRM practices in employees' pro-environmental IT practices. *World Conference on Information Systems and Technologies*, Springer International Publishing, Cham, pp. 678-688.
- Opatha, H. H. P. (2013). Green human resource management: a simplified introduction.
- Opatha, H. H. P., and Arulrajah, A. A. (2014). Green human resource management: simplified general reflections. *Int. Bus. Res.* 7, 101. doi: 10.5539/ibr.v7n8p101
- Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2020). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, 41(7), 845-878.
- Phillips, L. (2007). Go green to gain the edge over rivals. *People Management*, 23(9), 1–9.
- Rayner, J., & Morgan, D. (2018). An empirical study of 'green' workplace behaviours: ability, motivation, and opportunity. *Asia Pacific Journal of Human Resources*, 56(1), 56–78.
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International journal of management reviews*, 15(1), 1–14.
- Renwick, D. W. S., Jabbour, C. J. C., MullerCamen, M., Redman, T. & Wilkinson, A. (2016). Contemporary developments in green (environmental) HRM scholarship. *The International Journal of Human Resource Management*, Vol. 27 No. 2, pp. 114–128, available at: <https://doi.org/10.1080/09585192.2015.1105844>
- Ren, S., Tang, G., & Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35, 769–803.
- Sawang, S. & Kivits, R. A. (2014). Greener workplace: understanding senior management's adoption decisions through the theory of planned behaviour. *Australasian Journal of Environmental Management*, Vol. 21 No. 1, pp. 22–36, available at: <https://doi.org/10.1080/14486563.2013.848418>
- Shah, M. (2019). Green human resource management: Development of a valid measurement scale. *Business Strategy and the Environment*, 28(5), 771–785.

- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia pacific journal of human resources*, 56(1), 31-55.
- Tairu, Z. O. (2018). Green human resource management – delivering high-performance human resource systems at Divine Word University Papua New Guinea. In *Handbook of Sustainability Science and Research*, Springer, pp. 489–511.
- Wickham, W. (2019). Innovation, sustainable HRM, and customer satisfaction. *International Journal of Hospitality Management*, pp. 76, 102–110.
- Yong, J. Y., & Mohd-Yusoff, Y. (2016). Studying the influence of strategic human resource competencies on adopting green human resource management practices. *Industrial and commercial training*, 48(8), 416-422.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of Cleaner Production*, Vol. 215, pp. 364–374, available at: <https://doi:10.1016/j.jclepro.2018.12.306>
- Yusliza, M.-Y., Othman, N. Z. & Jabbour, C. J. C. (2017). Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*, Vol. 36 No. 10, pp. 1230–1246, available at: <https://doi.org/10.1108/JMD-01-2017-0027>
- Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). The impact of green human resource management and supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production*, 204, 965-979.