

CONTRIBUTION OF EMPLOYEE GREEN VALUES IN IMPROVING CORPORATE SUSTAINABLE ENVIRONMENTAL PERFORMANCE VIA ORGANIZATIONAL GREEN CULTURE AND EMPLOYEE GREEN BEHAVIORS- A CONCEPTUAL NEXUS

MAHVISH KANWAL KHASKHELY,

Faculty, Mehran University, Institute of Science, Technology and Development, MUET, Jamshoro, Pakistan.

NAVEED. R. KHAN,

Faculty, Bahria University, Karachi, Pakistan.

SARAH WALI QAZI,

Faculty, Shaheed Zulfiqar Ali Bhutto, Institute of Science and Technology, Karachi, Pakistan.

Abstract:

Sustainable human resource antecedents are composed of micro level factors like employee green values and green behaviors, and macro level factors including green culture, among others. There is a tremendous scope for research exploring the association between these antecedents of sustainable human resource management. One reason is the paucity of relevant studies exploring relationship between employee green values, green behaviors and corporate green culture with corporate environmental sustainability. Secondly, mixed results, conflicting findings and inadequate linkages in the available literature demand further explanation concerning these relationships. Therefore, the purpose of this paper is twofold: to examine the supporting role of organizational green culture between employee green values and employee green behaviors; to explore the relationship between employee green behavior and corporate sustainable environmental performance. This study develops a conceptual connection by employing value-belief-norms approach and natural resource based view, indicating that employee green values can be facilitated through organizational green culture which manifest in green behaviors among the employees and ultimately enhance the environmental performance thereby providing competitive edge. This implies that relationship of employee green values and behaviors with corporate environmental performance can be explained through green culture and green behaviors. Together, they support in translating the organizational strategy into sustainability oriented goals. This research helps practitioners recognize the importance of implementing a culture within the organization which prepares employees to contribute towards its environmental sustainability goals thereby creating ecological value for the local community.

Keywords: Sustainable HRM, Green Culture, Employee Green Values, Natural Resource Based View

1. Introduction

The manufacturing sector is of paramount importance for the nation on account of its contribution in economic development, wealth generation, satiation of market demand

and employment creation (Ong et al., 2019). It's hegemony among other sectors of economy is evident through the fact that in 2018 alone, it was responsible for 4.17 trillion US dollars in terms of global value creation. However, despite its lucrative position, the industry poses one of the most significant challenges to the achievement of sustainable development goals around the globe through environmental damage and expansive sustainability concerns (Wang, 2019; Xu & Lin, 2016). The tendency of increasing demand due to population growth has led to rise in manufacturing activities.

This case is especially true for developing countries since despite exhibiting lucrative market growth potential, they are highly vulnerable towards environmental and social (among others) exploitations and crisis (Masud et al., 2018). The damage to environment is most pronounced in this industry through high resource consumption and unmanaged or untreated industrial waste (liquid, solid and gaseous).

With reference to excessive resource consumption, it is estimated that up to 80% of the products consumed are disposed off immediately upon use and approximately 99% of the total material flow of consumer goods are disposed within six months of use. Similarly, with reference to waste generation, especially plastic waste is accounted to be approximately 6300 Tg as of 2015 (Saleh & Danmaliki, 2020). In terms of electronic waste, around 50 million metric tons are generated per annum making e-waste as one of the emerging giants in global waste category. These statistics are an evidence of the devastating impact of the manufacturing industry on the environment. Also, the manufacturing sector extracts and consumes enormous amount of natural resources during the production process, a considerable amount of which is non-renewable (Grace Pavithra et al., 2020). These activities are directly contributing to global warming and ecological depletion (Ikram et al., 2019). This calls for a mounting need to reduce environmental footprints of the industry and "doing more with less" (Ma et al., 2019). Hence a strong business case for sustainability is created showing that environmentally sustainable performance is non-negotiable in order to retain its position in the global market while simultaneously ensuring the preservation of planet, and survival and prosperity of human race (Orji, 2019). Finally, due to awareness and public concern, stringent environmental regulations and increasing demands by stakeholders for conserving natural environment, ecological issues are vital to manufacturing sector (Wang, 2019).

On account of these factors, sustainable environment performance poses a critical research problem lending itself to further investigation by academic scholars and practitioners (Henaio et al., 2019). In line with these considerations, scholars have considered the impact of different organizational and managerial attributes on corporate environment sustainable performance. It is done to determine whether for instance, the organizational and employee level attributes within an organization are significant determinants of performance (Cho et al., 2019; Ameer & Khan, 2020).

Past researches based on the Natural Resource Based theory indicate that organizational sustainability oriented culture can provide a significant contribution to corporate environmental performance as they can play a critical role in selecting and implementing strategic decisions that can have a significant impact on the organizational performance (L. Liu, 2019). Further, Natural Resource Based theory has been used to propose the deployment of environmental capabilities in order to implement pro-environment strategies for competitive edge (Mishra & Yadav, 2021). In this context, scholars have studied various dynamics of the relationship between the corporate culture, employee green values, behaviors and other organizational level antecedents of SHRM with environmentally sustainable performance (Sharma et al., 2021; Mousa & Othman, 2020). However, initial research has suggested disagreements as few researchers propose that green values impact environmentally sustainable performance and sustainability oriented or green culture has a contribution in determining this relation on whereas others reporting as no significant relationship between the two concepts (Jang et al., 2017; Elshaer et al., 2021).

Moreover, besides these conflicting findings, current literature is quiescent about the pathways through which employee green values, behaviors and corporate culture leads to enhanced environmental performance of the organization. Hence, researches that propose and explicate how the sustainability oriented corporate culture facilitates the organization to identify and exploit new opportunities that can have positive impact on environmental performance, thereby contributing in sustainable development goals are rare (Luu, 2019). This calls for further investigation to gain better insight of the phenomena under study. Particularly, limited explanation in prior literature regarding how employee green values and employee green behavior can influence organizational environmental performance for instance Y. Kim et al., (2019) and what is the role of organizational green culture in explaining the relationship between the aforementioned concepts provides the justification to determine this relationship.

Since most studies lacked a theoretical grounding and failed to suggest testable frameworks that would enhance the understanding of corporate environmental sustainability (Jang et al., 2017), therefore, this paper aims to examine the association between employee green values and behaviors and corporate sustainable environmental performance through sustainability oriented organizational culture. Such exploration will be based on the insights from NRBV, and VBN theory along with scholarly literature pertaining to employee green attributes like values, competencies and behaviors, and sustainable corporate performance literature.

Hence, our goal is to contribute to the available literature by first, attempting to resolve this apparent conflict regarding the organizational sustainability oriented culture and

sustainable environmental performance relationship. Then, we contribute by explicating the rationale for the conflicting findings. Further, present literature shows that the link between the organizational attributes for instance culture and environmental performance but employee level attributes facilitated through the culture like green values and subsequent green behavior have received limited attention. Current body of knowledge affirms the association between green human resource management practices and corporate environmental performance. However, research regarding the process of how environmentally aware and conscious employees implement green initiatives within the organization by giving due consideration to corporate green culture is deficient. In this regard, recent researches have underscored the paucity of research on the association between the organizational green culture and corporate environmental performance. Further, according to Daily et al., (2012), the culture's mediating role between green human resource management and organizational performance is also under-researched domain. In support with this, it is affirmed by Roscoe et al., (2019) that one of the most pertinent topics of investigation by today's researchers includes the interaction between green human resource management and organizational culture. This aspect has been catered in current research.

Third, past studies assert that the association between green values and green behaviors for corporate sustainability is limited and some of the existing studies fail to establish connection between the two constructs (Chaudhary, 2020; Kraus et al., 2018). In this regard, determination of the logical association between green values and behaviors with environmentally sustainable performance and integrating them as a construct of reference in sustainable Human Resource research is another contribution of this research. Moreover, the current study indicates that the ability to harness and exhibit green values and behaviors is guided by corporate culture which is oriented towards sustainability and in turn positively influence the corporate environmental performance. In this way, we propose a conceptual model depicting the social processes through which green HRM influences individual green behavior (Dumont et al., 2017). Though organizational culture is linked to improved environment performance in literature, albeit to a limited extent (Magsi et al., 2018). Therefore, the study is one of the first, to the author's knowledge that links organizational culture logically with environmental performance within the presence of green values and behaviors in a developing economy context.

The fourth contribution to the literature is integration of the Natural Resource Based View and Value, belief norm model for explaining the sequential relationship among these organizational and employee level concepts. Specifically, based on the aforementioned theory, a theoretical proposition regarding green culture as a natural resource and an overall strategic orientation is provided which precisely elucidate the relationship between employee attributes, behaviors and the corporate sustainable

environmental performance. Fifth, this research is among the earliest that considers the interaction of macro and micro level antecedents of sustainable HRM and their logical relationship with the environmental performance in manufacturing sector.

Finally, existing studies lack conceptual framework regarding the impact of green values and behavior on corporate environmental sustainable performance in developing country context (Saeed et al., 2019). Hence, we broaden the existing literature by connecting the employee values with employee green behaviors in a sequential manner. This leads to improved environmental performance of a manufacturing sector in a developing country context in the presence of green cultures which can manifest in green behaviors. This in turn facilitates in specifying strategic orientation in emerging economies; an important feat for manifesting significant benefits in the sustainability context.

Subsequently, this research is critical as it provides that the sustainability oriented culture within the organization can bring a positive impact on environmental performance by inspiring pro-environmental values among employees which are translated in green behaviors and ultimately lead to better environmental performance for sustainable development. It means that a well-designed and executed culture with a focus on promoting green initiatives will enhance the chances for higher economic performance, which in turn facilitate in deciphering the corporate sustainability performance dynamics within the organizations by providing a suitable frame of reference.

2. Method

This research aims to make sense of inconsistent findings, fill the gaps in determining the relationship between the concepts, and proposing how sustainability oriented corporate culture leads to the indoctrination of green values and encourage green behaviors geared towards sustainable environmental performance and ultimately for sustainable development. Therefore, it adopts constructivist philosophy translated in qualitative methodology as done by previous researches proposing conceptual linkages among related concepts.

As established in the guidelines provided by Torraco (2005), the concepts are operationalized through systematic literature review as they help in generating new perspectives and knowledge regarding the selected theme. Similarly, systematic literature review is also done as a technical procedure so that it can be referred and replicated in the future studies (Ridley, 2012). The systematic review process is also supplemented by unsystematic review as suggested by Smeeton, (2021) to improve the inclusion process of the articles. Meanwhile, the requirement of methodological rigor, reliability and validity is met by manifest content analysis approach which helps in

inspecting data and translating them in to meaningful codes, categories and themes. Following the studies conducted by Tranfield et al., (2003), key terms “corporate environmental performance”, “employee green values”, “pro-environment behavior”, and “sustainable corporate culture” were used to fetch scientific articles from databases like Web of Science, Google Scholar, JSTOR, ProQuest, ScienceDirect, Emerald and Elsevier.

The inclusion criterion was that the keywords appeared in title and/or abstract. Articles from the last 30 years in English were considered. These years (1990-2020) were taken in to account because of the corporate sustainability, triple bottom line and related concepts (Elkington, 1998;McWilliam et al., 2016) have come under discussion only after the Brundtland commission report by United Nation. Articles irrelevant to sustainable Human Resource management like marketing, innovation and supply chain were considered redundant for this research and hence were excluded from the search (exclusion criteria). After that, the duplicate articles were removed and the titles and abstracts of the remaining articles were analyzed and special attention was given to articles exploring, examining and/or explicating the relationship between the concepts covered in the current study. Finally, additional relevant papers were also considered to enrich the findings through a closed-circle system (Kraus et al., 2018).

3. Theoretical Background

3.1. Sustainability oriented corporate culture and Sustainable Corporate Environmental Performance

The concept of corporate culture has been defined very broadly in the past decades (Sackmann, 2011). It has emerged as a significant notion in business management literature after 1970 (Hofstede, 1980). According to the most widely accepted definition provided by Sackmann, (2011) and Schein, (2009) corporate culture is composed of unconscious beliefs, values and artifacts that influence how employees perceive and interact with each other within the organization. The artifacts are the visible organizational structures and processes. The corporate culture model can be understood holistically when three levels of Schein (2009) are combined with Hatch, (2011) dynamic model which changes with the passage of time. However, one of the most pertinent theoretical lens which is applied to study corporate culture is Competing Value Framework (CVF) which is most widely accepted to understand the organization’s cultural typologies (e.g., Graafland, 2018). There are four types of organizational culture including hierarchical culture, clan culture, market culture and an adhocracy culture.

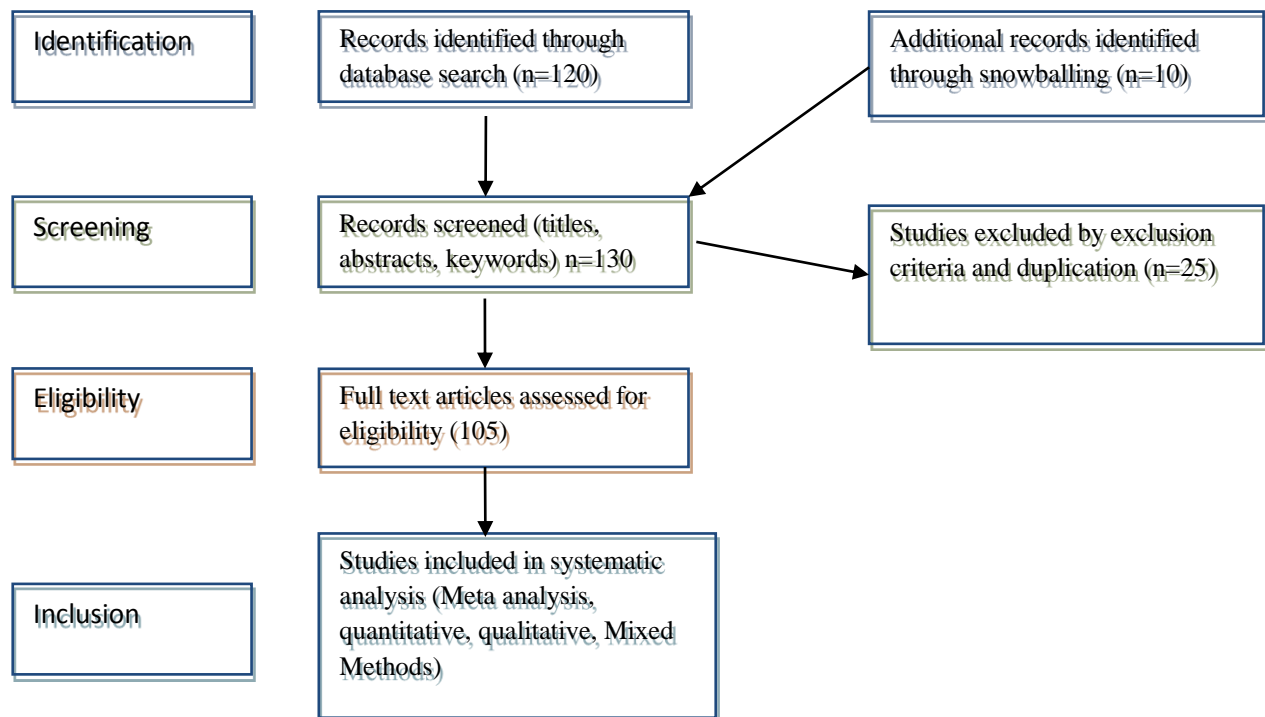


Table 1: Systematic Literature Review Process

The first type primarily focuses on the internal environment and its stability. Clan culture also focuses on internal environment of organization but values flexibility and utilitarianism. Market culture, on the other hand, focuses on the external environment of the organization and gives importance to stability. Lastly, adhocracy culture has the flexibility of clan culture and focus on the external environment.

Similarly, organizational green culture is a diversified concept which is described through terms like 'eco-friendly culture, sustainability oriented culture, social sustainability culture, green culture and environment-friendly culture. All the terms refer to the extension of organizational culture to green context (Schönborn et al., 2019; Liu & Lin, 2020).

For instance, a pro-environmental or organizational green culture's definition of Schein, (2009) is extended by Norton et al., (2015), to include the premise of ecological conservation in business. Corporate culture consists of shared ideologies, perspectives

and practices including customs and traditions which steer the employees to act responsibly towards the environment while carrying out business operations.

Green organizational culture (alternatively termed as sustainability oriented culture) is of great interest to scholars and organizational stakeholders as this caters to the question of how to obtain ecological balance. It promotes environmental development along with sustained economic growth based on politics, science and aesthetics and thus requires the involvement and commitment of employees and other stakeholders (Galpin et al., 2015). Also, globalization has facilitated the benefits of incorporating environmental values and initiatives within organizational culture are shared by different economies. Many organizations are successfully accommodating initiatives within their culture as response to environmental issues to influence their attitudes and behaviors. Theories like theory of reasoned action among many others have been identified by many scholars to establish the association between the impact of organizational green culture on variables like intentions, attitudes and behavior of employees since it ensures that business and HR practices are aligned to environmental sustenance. As identified by Cordeiro & Tewari, (2015) the association between the sustainability oriented culture and corporate performance is moderated by human resource practices since they install and maintain green culture within the organization.

Sustainable corporate performance is defined as the achievement of economic or financial profits meanwhile conservation the environment and positively impacting the community (Huo et al., 2019). It deals with the minimizing of the adverse effects to environment and society brought about by the manufacturing activities during the extraction, procurement, production and waste management process (Orji, 2019). Here, triple bottom approach comes in to play which refers to environmental, social and economic dimensions of sustainability. Together, they form a system which and these three aspects can be treated in parts or whole to achieve sustainable development goals need to considered. In the context of environment and specifically in terms of corporate sustainable environmental performance, the corporate performance is adopted by the study by Jackson et al., (2016). According to the latter, lowering of waste material and energy costs, reduction in fees regarding waste discharge and treatment along with compliance, provide sound criteria for gauging organizational performance. Studies like Magon et al., (2018) have attempted to present an association between organizational sustainability and performance. Further, earlier findings have postulated a positive association between ecological performance and industry's growth and that level of pollution is an important measure of company's ecological performance.

Therefore, in accordance to these affirmations, redesigning of production process, clean technology utilization, reduction in corporate waste and its re-cycling will help achieve environmental performance. Aspiring to promote green practices will help to achieve

competitive edge in this globalized and technological advanced world. Taking environmentally sustainable initiatives is beneficial to the economic health of the organization by encouraging organizational green culture and hence innovation. In recent and relevant literature evidence is provided regarding the interest of researchers in the corporate ecological performance (García-Machado & Martínez-Ávila, 2019).

Moreover, according to Gupta & Gupta, (2020), different researches have been undertaken studies regarding green practices and they facilitate in gaining competitive advantage at corporate level and green human resource practices like S. Ahmad, (2015), and Tseng et al., (2018), environmental capabilities (Sung et al., 2017) environmental performance and green supply chains (Geng et al., 2017). Corporate culture (CC) is found to be an essential attribute to improve CS performance according to studies like Tseng et al., (2018) and Jabbour & de Sousa Jabbour, (2016). It is also observed that organizational culture has a string influence on employees' behavior but also on the organizational performance outcomes (Boyce et al., 2015). Moreover, the link between organizational culture and performance have been investigated in multiple studies since 1980s which makes it evident that adoption of sustainable oriented culture facilitates the corporate sustainability principles. A study conducted by Dyck et al., (2019) further provides different typologies of corporate culture and match them with the three dimensions of Triple Bottom Line. For instance, the market oriented culture of the organization is aligned with the corporate sustainable environment performance yet it needs further investigation and replication in different context.

Further, many studies have explored the relationship between corporate culture and corporate accomplishments like Hatch, (2011). The resource based view states that the rare, precious and difficult to replicate cultures facilitate in the higher performance. For instance, the corporate sustainability cultures achieve competitive edge by cutting costs or generating revenues which lead to higher financial performance. Similarly, Schönborn et al., (2019) emphasized that corporate social responsibility in terms of internal and external stakeholders along with participative leadership are important cultural aspects to achieve organizational success. Other benefits of creating corporate sustainability culture include creation of socially sustainable working environment with positive impact on employee lives like job satisfaction, meaningful and rewarding work and sense of commitment, belonging and ownership. All of them lead to higher employee performance and cost reduction (Pinzone et al., 2019) This is also made possible because of minimizing of negative aspects at the workplace like absenteeism and employee voluntary turnover. In this type of positive work environment, continuous learning and growth opportunities are provided to employee improving organizational social capital which is capable of enhancing quality, productivity and innovation identifying new business opportunities. Above all, corporate sustainability culture enhance value creation, reputation and employer branding and enhancing the partners',

employees (current and potential) and stakeholders perception that the organization is doing good and worth serving for, thereby improving partner commitment and better investor evaluation and investment (Schaltegger & Burritt, 2018).

Similarly, study conducted by Dyck, Walker, & Caza, (2019) made an association between organizational culture and the importance it asserts on the triple bottom line approach and the sustainable performance of the organization in three aspects of sustainability by drawing on theories like configuration theory, framework like competing values and approach of triple bottom line. According to the findings, financially sustainable organizations are an outcome of hierarchical culture; socially sustainable outcomes are derived from the clan culture whereas for better ecological or environmentally friendly performance, a market culture is viable. Finally, an adhocracy culture has greater emphasis on holistic sustainable outcomes of the employees and organization.

Further researches can be done on larger sample to test the findings and further configurations of organizational culture typologies and match them with Triple Bottom Line. However, previous researches as conducted by Wang, (2019) shows facilitation of organizational green culture and values in the launching of pro-environmental products and services. However, green culture's role can be stifled on account of inadequate resources leading to competing goals, for instance prioritizing financial performance over environmental gains. Secondly studies also stress on the conflicting findings that organization's existing culture may also inhibit bringing positive change in terms of environmental performance due to its inherent rigidity and the approach emphasizing "this is how things get done here" which makes culture an "insuperable barrier, which hinders and delays change (L. Liu, 2019).

3.2. Green values and Corporate Sustainable environmental Performance

Values are distinctive beliefs that act as a guide for attitude, actions and perceptions. They are manifested through unique patterns that are termed as conduct guides. Values provide motivation to perform a particular act (Hofstede, 1984). Moreover, values act as foundation on which people set their preference and decide their actions (Davidov et al., 2008). In contemporary literature, employees' values and behaviors are often discussed together through value-belief-norm (VBN) theory and supplies-values fit theory and they explain how individual values may impact their behavior.

Florea et al., (2013) investigated the association between employee values and sustainability and found that altruism, empathy, along with reciprocity and personal self-effacement are major values effecting Human Resource practices and promoting sustainability within the organization. Therefore, on the micro level or individual level,

Employee Green Values lead to higher pro-environmental engagement and participation in communal work by the employees.

However, the relationship between employee green values and sustainable environmental performance needs further clarification on account of the dearth of research positing the relationship between the two concepts. Although, personal values rather than social values impact corporate sustainability performance and social change, the study does not make direct linkage between values with performance. Notwithstanding, employee green values are components of sustainable human resource management and it is often conceptually and empirically tested for its contribution towards environmental performance in contemporary literature which is an encouraging factor for proposing the link of individual antecedents of SHRM (for instance green values and behaviors) with corporate environmental sustainability performance.

3.3. Green Behaviors and Corporate Sustainable environmental Performance

Green behaviors can be described as any humanistic and caring dealing or conduct with peers in the organization, towards members of the society, public at large and towards the environment as well. These behaviors are considered as good deeds for the mutual benefit of the society (Ahmad et al., 2021). However, the literature is still lacking in the identification of those individual Green Behaviors that can promote organizational sustainability and sustainable performance for the entire ecosystem. Similarly, identification and distinguishing between pro-active behaviors towards society and environment can also be addressed since they might have different impacts on sustainability.

Moreover, there can be a discrepancy between employee's green behavior at the workplace and at home. This is because of the lack of incentives at the workplace for displaying environmentally friendly and energy conserving behavior. Also multiple employee share equipments at office which ease their self-efficacy in conserving energy and in either case, they feel less accountable to be more environmentally responsible at work. According to Das et al., (2021), the role of individual behavior is one of the most important determinants in the preservation of the environment. However, it is also argued by Boiral & Paillé, (2012) that apart from employee personal green values there are other factors like corporate culture, support from the management and empowerment to exhibit such behavior which lead to employee green behaviors. However, employee green behavior is personal commitment which is activated through motivation, and encouragement instead of coercion or a specific culture and its demands. Additionally, according to Ramus (2002), employee's desired or expected contribution towards environment policies are not always explicitly stated, but the employees when aligned with corporate culture and they have awareness regarding the organizational climate and what is encouraged.

In terms of the impact of employee green values and behaviors in the corporate performance, it is pertinent to note that GHRM impact on environmental performance is highlighted by Latan et al., (2018) and Fahim, Khan, Ahmad, & Ali, (2019). The relation between the GHRM and environmental commitment is discussed by Menguc & Ozanne, (2005) while GHRM impact on environmental performance is highlighted by Daily et al., (2012) and Kim et al., (2019). Many studies have highlighted the its impact on the employee/individual behavior for instance the research done by Pham et al., (2019). Employee green or pro-environmental behavior compensates for any lack of environmental prioritization in corporate policies and contributes to better environmental accountability and hence performance. Through their pro-environmental performance, corporations can contribute to the attainment of SDGs 8 and 10 (Chams & García-Blandón, 2019). For instance, the study conducted by Jiang et al., (2017) finds that sustainable performance is supported by green behavior. Additionally, approximately 50% or more of this relationship is mediated by the voluntary green behavior which comes under the domain of organizational citizenship behavior. However, the relationship between employee green values and behaviors on corporate environmental performance need further investigation (Raineri & Paillé, 2016).

3.3. Theories

The natural resource based theory and values-beliefs-norms theory are employed in this study to explain the relationships among the constructs. Natural resource-based view (NRBV) of the firm is initially proposed by Hart (1995). It is employed as the foundation for comprehending the impact of organizational green culture on the achievement of a firm's competitive advantage. The sources of competitive advantage are those resources which are valuable, rare, of limited mobility and difficult to emulate. Competitive advantage is actually difference among the organizations on comparable dimensions and the competitive edge of a firm means its better performance and position as compared to the rival firms. In this regard, Pan et al., (2020) and Menguc & Ozanne (2005) assert that agile and adaptable firms are responsive to evolving environmental concerns by developing new resources. Therefore, organizational green culture can be one of such sources if it has the aforementioned characteristics and difficult to imitate by competitors. It can lead the employees to acknowledge environmental concerns as basic values of the organization and hence stimulate healthy and productive competition among organizations (Bansal, 2003). Values pertaining to environmental preservation can be achieved, subsequently leading to competitive edge (Pan et al., 2020). This sustainability oriented culture translates in to matching strategies and create brand reputation. This means that if competitive advantage is based on fitting employee behavior and business value, then green culture can benefit the organization. Studies like those conducted by Machado & Ávila, (2019) investigated

the associated of organizational green culture with ecological performance from the perspective of Natural Resource Base theory.

The rationale behind the value- behavior-norm theory is found in the deficiency of the earlier theories like Theory of Reasoned Action and Theory of Planned Behavior both of which could not fill the gap between behavioral intention and actual behavior (Huang et al., 2016). It means that personal environmental beliefs concerning ecological worldview (NEP) are influenced by personal/employee values NEP view is oriented towards how one considers “adverse consequences” or the “perceived ability to reduce threat” and then triggers personal norms. They in turn establish how individuals respond to environmental threats (behavior). According to many researchers like Steg et al., (2005) who applied Value behavior norm theory find it valuable for predicting environmental behavior. Research also shows that environmental concerns/beliefs influence environmental behavior.

Here we are bridging the gap between employee green values and sustainable environment through the missing constructs with the help of the above mentioned theories which signifies the novelty of the proposed model. Figure 2 illustrates the conceptual model after demonstrating the theoretical depiction from the literature in figure 1:

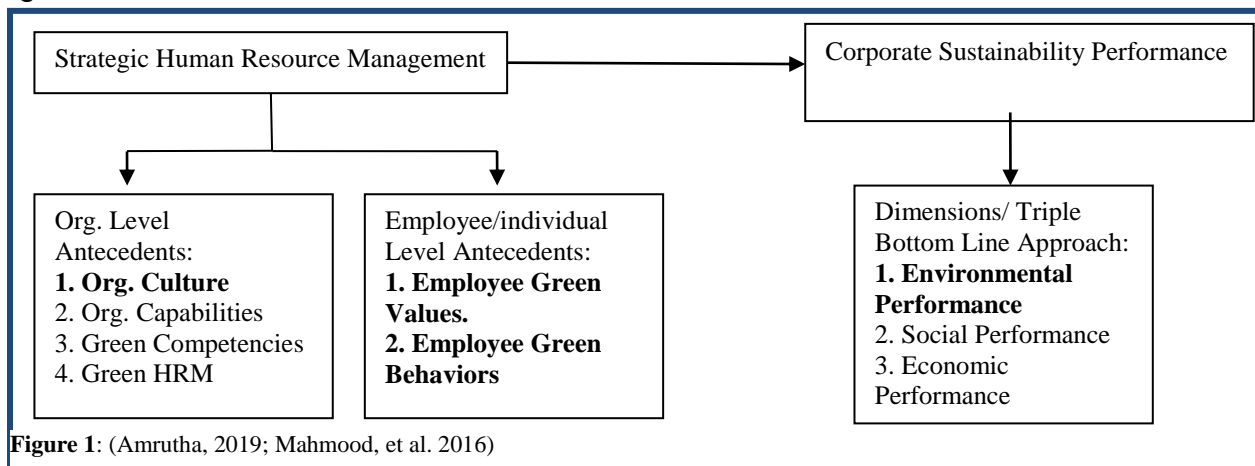


Figure 1: (Amrutha, 2019; Mahmood, et al. 2016)

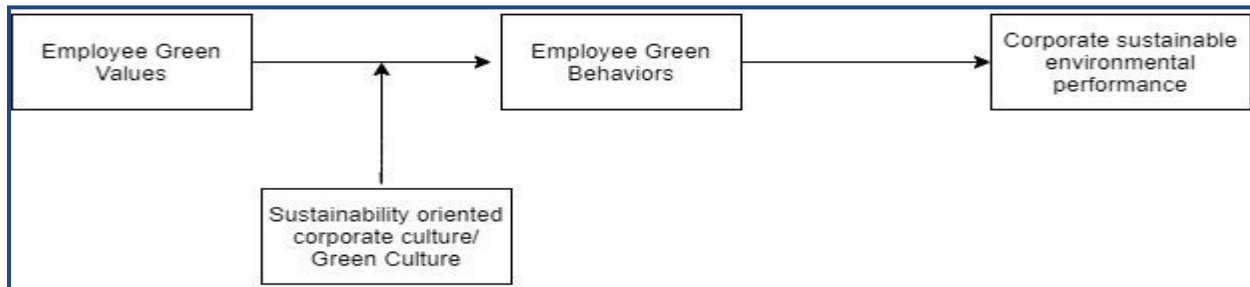


Figure 2: Conceptual framework.

3.4. Proposition Framing: Association of Employee green values with Corporate Sustainable Environmental Performance through Organizational Green Culture and Employee Green Behaviors

Empirical studies, such as Andersson et al., (2005) and Schultz et al. (2005), have reported a significant impact of personal environmental values on individual environmentally friendly behavior. These findings suggest a direct relationship between personal green values and employee green behavior. Interestingly other studies contradict this direct and significant relationship by referring to the ambiguity in the conceptual language used for employee values interchangeably used with environmental attitudes, environmental concern, and environmental worldview despite having related but not same meaning. Further, according to Kim et al., (2019) and Hameed et al., (2020), the link between employee values and green behaviors needs more understanding. Research examining the relationship between values and environmental behavior has focused primarily on two of Schwartz's value categories: self-transcendence and self-enhancement. It means that the direct association between green values and green behavior is small and according to self-enhancement perspective, the association is negative. Therefore Schwartz's norm-activation model of altruism provides an explanation of the weak relationship between values and behaviors of employees. Formally put the association between the values and behaviors is moderated via the awareness of harmful consequences to others and ascription of responsibility of our potentially problematic actions. Therefore it was found in the recent literature that there is a positive relationship between the two concepts and values drive the employees green behavior (Hameed et al., 2020). In light of the supportive findings from the literature, the following is proposed:

Proposition1: there is a direct association between employee green values and employee green behaviors where green values precede green behavior.

3.4.2. Association between Employee green values and Green Behaviors via Organizational green culture

Many industries have emphasized the importance of employee green behaviors for the achievement of their green development goals. However, to date, there is a dearth of central concern by the academicians and practitioners regarding the mechanism of promoting employee green behaviors through interaction between employees (individuals) and the organizations (environment) which is known as person-organization fit. The fit means the degree of consistency between individual's characteristics (including personality, values, belief, norms, goals and attitudes) with the organizational attributes (vision, mission, goals, strategies). This fit can be of three types, values fit, need-supplies fit and demand-abilities fit and the fit model has an influence on the employee green behaviors (both within and outside employee's scope of responsibility). According to the findings of Mi, et al., (2020), the person-organization fit can positively influence employee green behavior at the work place. Moreover, it has been found that these typologies of person-organization fit have diverse influencing paths and effect-strengths on employees' task-related green behavior and proactive green behavior. For instance, a value fit has highest incentive effect on green behaviors, followed by demand-fit, whereas the need-supplies fit encourages eco-helping behavior only.

Interestingly, the reason for the strong impact of person-organization's value fit on behavior is the moderating contribution of organizational culture. It is because of the fact that individual values are representative of people's beliefs, judgments and ethics on the basis of which they are likely to behave in particular manner and set their life goals. Similarly, according to Hofstede et al., (1990), organizational values form the basis of organizational culture. They are normative beliefs commonly shared by employees. These values decide how organizations will prioritize goals and allocate their resources accordingly. Previous studies suggest that a conducive and facilitating organizational culture has a potential to promote extra role behavior (alternatively known as organizational citizenship behavior) in individuals. When there is an employee-organization value fit, employees' sense of belonging and commitment is increased. Conversely, their turnover intentions are reduced and resultantly, they form favorable attitudes and behaviors towards the organization (McWilliam et al., 2016). OGC is important in the adoption of ecological regulations and standards, development of green innovation and earn environment friendly reputation. Hence, it can be inferred that employee green behaviors are promoted through better employee-organizational value fit (Mi, et al., 2020).

Meanwhile organizational green culture helps in the identification, analyzing, solving problems and developing strategies. According to McCullough et al., (2016), this supports the organization in navigating through the ecological values. In this way, organizational green culture reflects that a cultural transformation is required for collective awareness and actions towards the stakeholders and the environment (Pellegrini et al., 2018). According to Liu & Lin, (2020), as organizational culture has been largely discussed in Management and Business literature, green organizational culture and its impacts on socially and environmentally friendly organizational behaviors. Therefore, it was found that organizational green culture act as a catalyst to convert employee green values to green behaviors, and based on this logical association, the following is proposed:

Proposition two: Employee green values are facilitated by organizational green culture and are translated to employee green behaviors in the manufacturing organizations.

3.4.5. Employee green values, employee green behaviors, Organizational green culture and Environmental Sustainable Performance in the manufacturing sector

Although the extant literature does not signify a direct linkage between the employee green values, behaviors and sustainable performance via Organizational green culture, it can affirmed that the contribution of sustainable HRM is often discussed with respect to corporate sustainable performance (Pellegrini et al., 2018). Sustainable HRM is the umbrella concept under which employee green values, behaviors and corporate green culture are discussed meanwhile environmental performance is a dimension of corporate sustainable performance according to Chams & García-Blandón, (2019); Mariappanadar, (2020) and Wijethilake, (2017). This encourages the exploration of relationship among the individual constructs within these umbrella concepts and their likely interaction with each other. There are few studies which relate employee green values and green behaviors and others deal with the relationship between green behaviors and environmental performance for instance Elshaer et al., (2021) but they are limited in manufacturing sector. Similarly they do not discuss the logical connection of these concepts through missing constructs (Naz et al., 2021). Also, with reference to the contribution of organizational culture, some scholars the role of organizational green culture navigating employee green values and manifest them through green behaviors to a limited extent since these are not the primary constructs of interest in their study. However, it is found in some studies that if personal values of environmental protection are not encouraged within the organization by the management, the employees are more likely to not activate their green values within the workplace setting. Moreover, green behaviors act as a collective force to promote environmental sustainability

performance, meaning that the organization in which the employees' exhibit green behavior is likely to excel in environmental performance.

Hence, employee green behavior guides corporate strategic planning and impacts pro-environmental processes. This is how ecological and social concerns are embedded in the corporate business model. This implies that the organization is highly adaptive, resource efficient and capable to sense, seize and reconfigure opportunities in the external environment. It results in the creative solutions to ecological concerns (Amini et al., 2018). Such corporate practices include efficient waste management, curbing hazardous emissions and renewable energy utilization, among others. In this manner, organizational green culture presents a holistic approach achieving ecological sustainability. In this regard, Sharma, et al., (2021) suggests that green behaviors are supported by green culture. Conversely, employee green values will not result in green behavior if the organizational culture is not sustainability oriented. As a result, it can be inferred that the employee green values are facilitated by organizational green culture and therefore manifest in employee green behaviors which ultimately leads to sustainable environmental performance as discussed by Wang, (2019). According to the findings of this paper, it is evident that environmental performance and competitive advantage is predicted through and supported by organizational green culture. Based on this justification, the following is proposed:

Proposition three: The association between employees' green values and green behaviors is influenced by organizational green culture leading to organizational environmental sustainability performance.

4. Findings

This research explored the influence of the employee's green values on the corporate sustainable environment performance in the manufacturing sector with a mediating role of organizational green culture and employee green behaviors. The findings of this research provide strong credence to the Natural Resource Based Theory by further supplementing the relationship between organizational green culture and corporate environmental sustainability performance. This is because enhancing stakeholder perceptions of the firm's environment performance can assist with rankings in sustainability indices such as the Dow Jones Sustainability Index and attract further investment (Amini et al., 2018). Moreover, the research has also contributed towards Norm, Value, Behavior theory and Person-organization fit theory by supporting the positive relationship between employee green values and employee green behaviors and proposing that the green values are the precursors for employee green behavior.

The findings of this research illustrate that a employees green values can have a positive association with employee green behaviors, suggesting that if employees do

not have environmentally conscious inherent values, they are unlikely exhibit such behaviors in the workplace and if the employees have pro-environmental values, they are more likely to take green initiatives like energy conservation, efficient utilization of resources by reducing and managing waste, recycling, water conservation (Norton et al., 2015). Thus, these findings support proposition 1 of this research stating that: there is a positive relationship between employee green values and employee green behavior whereby green values precede the green behavior. This is in congruence with the results of Ababneh, (2021) and Fawehinmi et al., (2020) who argued on the basis of person-organization-fit theory that there is a significant role of certain personality traits in moderating the associations between HRM practices and employee green behavior and their commitment to environmental cause. This contrasts with the findings of Wu et al., (2019) which could not support a significant association between utilitarian work values and employee green behaviors on account of a plausible reason that millennial generation employees having utilitarian oriented work values may have greater focus on in-role performance to achieve material or financial gains. Our results favor studies such as Saleem et al., (2021) which statistically established a positive relationship between employees' harmonious environmental passion and employee green behavior and between employees' environmental commitment and employee green behavior.

Despite, contradictory yet interesting findings by Tepe Küçükoğlu & Pınar, (2015) in which the extrinsic rewards and company rules convert the employee green values to green behavior in developing country context, our findings support the aforementioned literature. Therefore our second proposition stating employee green values are facilitated by organizational green culture and are translated to employee green behaviors in the manufacturing organizations, is also supported and consistent with Pham et al., (2019), emphasizing that green organizational culture can unlock employee commitment for the environment which includes the values, green intentions and green behaviors.

Finally, the study's findings indicate that the positive association between employees' green values and green behaviors is facilitated by organizational green culture and leads to organizational environmental sustainability performance, supporting our third proposition. Our findings support Iqbal, (2018) in developing country context, indicating that employees green values and behavior can have a positive impact employee environmental sustainability performance. Also, the study supports the findings of Kim et al., (2019) and Ong et al., (2019) regarding positive and significant relationship between employee eco friendly behavior and environmental sustainability performance. Similarly, our findings compliment the study conducted by Lee, (2020) according to which employee behaviors can highly influence corporate sustainability performance. Depending on contextual or/and relational factors, employee behaviors can either

encourage more organizational citizenship behavior or alleviate counterproductive work behavior.

Hence, we showed that organizational green culture moderates the relationship between employee green values and employee green behaviors which in turn lead to corporate environmental sustainable performance of developing country.

5. Research Implications

The findings of the present study have several noteworthy implications for businesses in general and practitioners in particular. Also, it contributes to the field of sustainable human resource management; firstly, it establishes that employee is pivotal to sustainable environmental performance. Their green values, once translated into green behaviors form the core of the business aspiring for green management in their organization. Therein, the current study is based on the significant relationship between sustainable HRM antecedents and organizational ecological performance. It presents a psychological and sociological path from green values which culminate in to green performance. Individual green value implies that organizations aiming and aspiring for inducing green initiation and activities in the company may take a great start from this point. Through revitalizing SHRM related activities with a green flavor could help them highlight and motivate employees towards realizing company focus and attribution towards values thus enhancing their green behavior accordingly. This also implies that when organization establishes a green culture, it will lead to development of a sense of understanding and concern for the environment in the employees as well. Hence, organizations need to work on refining the green culture to ensure the employees develop the similar values. This implies that organizations should work on developing policies, practices and procedures that would yield support and provide a blueprint for business and its human capital to work accordingly. Moreover, based on the significant moderation results of green culture, organizations are implied that with the help of green management practices in place, employees will be able to responsively capitalize upon their green values to further their individual green behaviors. It leads to a conclusive assertion that all the green initiations and practices can responsively go hand in hand to help employees enhance organizational environmental performance (AlZgool, 2019).

Precisely, this research enriches the sustainable human resource literature by proposing organizational green culture as a construct of reference for imminent researches. Secondly, by developing the conceptual linkage between employee green values, behavior, organizational corporate culture and sustainable environment performance, this research advocates that the organizational green culture acts as a facilitator in adoption of green behavior in the workforce and it can ensure a smooth transition from traditional manufacturing approaches and it will facilitate the adoption of a more holistic approach of conducting business by undertaking the four R strategies of reducing, reuse, remanufacture and recycle (Beekaroo, Callychurn, & Hurreeram,

2019). Third, by enlightening the conceptual linkage between employee green values and sustainable corporate performance, this research shows that employee green behavior can help reduce the consumption of energy and hazardous materials which culminates in sustainable ecological performance. This has a potential to improve the overall environmental situation and also ensure compliance with environmental regulations and standards.

According to the premise of this research organizational culture cannot convert employees' apathy towards green values in to green behavior just on the sole basis of the organizational culture. To put simply, if employees don't inherent possess green values, organization green culture is unlikely to create values among the employees since values are part of intra personal attributes. Therefore, organizations can focus on recruiting employees having good fit with the organizational values. Additionally, the management should appropriately appraise workers' green behavior and align their behavior to pay and promotion. Organizations should also encourage and motivate employees to be engaged in green activities and contribute to environmental management.

Bibliography:

- Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204–1226. <https://doi.org/10.1080/09640568.2020.1814708>
- Ahmad, N., Ullah, Z., Arshad, M. Z., Kamran, H. waqas, Scholz, M., & Han, H. (2021). Relationship between corporate social responsibility at the micro-level and environmental performance: The mediating role of employee pro-environmental behavior and the moderating role of gender. *Sustainable Production and Consumption*, 27, 1138–1148. <https://doi.org/10.1016/j.spc.2021.02.034>
- Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business & Management*, 2(1), 1030817. <https://doi.org/10.1080/23311975.2015.1030817>
- AlZgool, M. R. H. (2019). Nexus between green HRM and green management towards fostering green values. *Management Science Letters*, 2073–2082. <https://doi.org/10.5267/j.msl.2019.6.026>
- Ameer, F., & Khan, N. R. (2020). Manager's Age, Sustainable Entrepreneurial Orientation and Sustainable Performance: A Conceptual Outlook. *Sustainability*, 12(8), 3196. <https://doi.org/10.3390/su12083196>
- Amini, M., Bienstock, C. C., & Narcum, J. A. (2018). Status of corporate sustainability: A content analysis of Fortune 500 companies. *Business Strategy and the Environment*, 27(8), 1450–1461. <https://doi.org/10.1002/bse.2195>

- 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. <https://doi.org/10.1016/j.jclepro.2019.119131>
- Andersson, L., Shivarajan, S., & Blau, G. (2005). Enacting Ecological Sustainability in the MNC: A Test of an Adapted Value-Belief-Norm Framework. *Journal of Business Ethics*, 59(3), 295–305. <https://doi.org/10.1007/s10551-005-3440-x>
- Bakhsh Magsi, H., Ong, T., Ho, J., & Sheikh Hassan, A. (2018). Organizational Culture and Environmental Performance. *Sustainability*, 10(8), 2690. <https://doi.org/10.3390/su10082690>
- Boiral, O., & Paillé, P. (2012). Organizational Citizenship Behaviour for the Environment: Measurement and Validation. *Journal of Business Ethics*, 109(4), 431–445. <https://doi.org/10.1007/s10551-011-1138-9>
- Boyce, A. S., Nieminen, L. R. G., Gillespie, M. A., Ryan, A. M., & Denison, D. R. (2015). Which comes first, organizational culture or performance? A longitudinal study of causal priority with automobile dealerships: CULTURE-PERFORMANCE. *Journal of Organizational Behavior*, 36(3), 339–359. <https://doi.org/10.1002/job.1985>
- Chams, N., & García-Blandón, J. (2019). On the importance of sustainable human resource management for the adoption of sustainable development goals. *Resources, Conservation and Recycling*, 141, 109–122. <https://doi.org/10.1016/j.resconrec.2018.10.006>
- Chaudhary, R. (2020). Green Human Resource Management and Employee Green Behavior: An Empirical Analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630–641. <https://doi.org/10.1002/csr.1827>
- Cho, C. K., Cho, T. S., & Lee, J. (2019). Managerial attributes, consumer proximity, and corporate environmental performance. *Corporate Social Responsibility and Environmental Management*, 26(1), 159–169. <https://doi.org/10.1002/csr.1668>
- Cordeiro, J. J., & Tewari, M. (2015). Firm Characteristics, Industry Context, and Investor Reactions to Environmental CSR: A Stakeholder Theory Approach. *Journal of Business Ethics*, 130(4), 833–849. <https://doi.org/10.1007/s10551-014-2115-x>
- Daily, B., Bishop, J., & Massoud, J. (2012). The role of training and empowerment in environmental performance: A study of the Mexican maquiladora industry. *International Journal of Operations & Production Management*, 48(2), 243-256.
- Das, A. K., Abdul Kader Jilani, M. M., Uddin, M. S., Uddin, Md. A., & Ghosh, A. K. (2021). Fighting ahead: Adoption of social distancing in COVID-19 outbreak through the lens of theory of planned behavior. *Journal of Human Behavior in the Social Environment*, 31(1–4), 373–393. <https://doi.org/10.1080/10911359.2020.1833804>
- Davidov, E., Schmidt, P., & Schwartz, S. H. (2008). Bringing Values Back In: The Adequacy of the European Social Survey to Measure Values in 20 Countries. *Public Opinion Quarterly*, 72(3), 420–445. <https://doi.org/10.1093/poq/nfn035>

- Docherty, P., Kira, M., & Shani, A. R. (2008). (Eds.). *Creating sustainable work systems: Developing social sustainability*. Routledge.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of Green HRM Practices on Employee Workplace Green Behavior: The Role of Psychological Green Climate and Employee Green Values: Effect of green HRM on employee workplace green behavior. *Human Resource Management*, 56(4), 613–627. <https://doi.org/10.1002/hrm.21792>
- Dyck, B., Walker, K., & Caza, A. (2019). Antecedents of sustainable organizing: A look at the relationship between organizational culture and the triple bottom line. *Journal of Cleaner Production*, 231, 1235–1247. <https://doi.org/10.1016/j.jclepro.2019.05.287>
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, 8(1), 37–51. <https://doi.org/10.1002/tqem.3310080106>
- Elshaer, I. A., Sobaih, A. E. E., Aliedan, M., & Azazz, A. M. S. (2021). The Effect of Green Human Resource Management on Environmental Performance in Small Tourism Enterprises: Mediating Role of Pro-Environmental Behaviors. *Sustainability*, 13(4), 1956. <https://doi.org/10.3390/su13041956>
- Fahim, F., Khan, N. R., Ahmad, A., & Ali, A. (2019). Green human resource management and firm's environmental performance: Mediating role of employee commitment, green involvement and eco-friendly behaviour. *Paradigms*, 13(2), 18-25. [10.24312/1969130203](https://doi.org/10.24312/1969130203)
- Fawehinmi, O., Yusliza, M. Y., Wan Kasim, W. Z., Mohamad, Z., & Sofian Abdul Halim, M. A. (2020). Exploring the Interplay of Green Human Resource Management, Employee Green Behavior, and Personal Moral Norms. *SAGE Open*, 10(4), 215824402098229. <https://doi.org/10.1177/2158244020982292>
- Florea, L., Cheung, Y. H., & Herndon, N. C. (2013). For All Good Reasons: Role of Values in Organizational Sustainability. *Journal of Business Ethics*, 114(3), 393–408. <https://doi.org/10.1007/s10551-012-1355-x>
- Galpin, T., Whittington, J. L., & Bell, G. (2015). Is your sustainability strategy sustainable? Creating a culture of sustainability. *Corporate Governance*, 15(1), 1–17. <https://doi.org/10.1108/CG-01-2013-0004>
- García-Machado, J. J., & Martínez-Ávila, M. (2019). Environmental Performance and Green Culture: The Mediating Effect of Green Innovation. An Application to the Automotive Industry. *Sustainability*, 11(18), 4874. <https://doi.org/10.3390/su11184874>
- Geng, R., Mansouri, S. A., & Aktas, E. (2017). The relationship between green supply chain management and performance: A meta-analysis of empirical evidences in Asian emerging economies. *International Journal of Production Economics*, 183, 245–258. <https://doi.org/10.1016/j.ijpe.2016.10.008>

- Graafland, J. (2018). Does Corporate Social Responsibility Put Reputation at Risk by Inviting Activist Targeting? An Empirical Test among European SMEs: Does CSR put reputation of SMEs at risk? *Corporate Social Responsibility and Environmental Management*, 25(1), 1–13. <https://doi.org/10.1002/csr.1422>
- Grace Pavithra, K., Sundar Rajan, P. S., Balaji, D., & Gopinath, K. P. (2020). Sustainable Electronic-Waste Management: Implications on Environmental and Human Health. In A. Khan, Inamuddin, & A. M. Asiri (Eds.), *E-waste Recycling and Management* (Vol. 33, pp. 201–218). Springer International Publishing. https://doi.org/10.1007/978-3-030-14184-4_11
- Gupta, A. K., & Gupta, N. (2020). Effect of corporate environmental sustainability on dimensions of firm performance – Towards sustainable development: Evidence from India. *Journal of Cleaner Production*, 253, 119948. <https://doi.org/10.1016/j.jclepro.2019.119948>
- Hameed, Z., Khan, I., Islam, T., Sheikh, Z., & Naeem, R. (2020). Do green HRM practices influence employees' environmental performance? *International Journal of Manpower*, 41(7), 1061–1079. <https://doi.org/10.1108/IJM-08-2019-0407>
- Henao, R., Sarache, W., & Gómez, I. (2019). Lean manufacturing and sustainable performance: Trends and future challenges. *Journal of Cleaner Production*, 208, 99–116. <https://doi.org/10.1016/j.jclepro.2018.10.116>
- Hofstede, G. (1980). Motivation, leadership, and organization: do American theories apply abroad? *Organizational dynamics*, 42-63.
- Huang, H.-T., Kuo, Y.-M., Wang, S.-R., Wang, C.-F., & Tsai, C.-H. (2016). Structural Factors Affecting Health Examination Behavioral Intention. *International Journal of Environmental Research and Public Health*, 13(4), 395. <https://doi.org/10.3390/ijerph13040395>
- Ikram, M., Zhou, P., Shah, S. A. A., & Liu, G. Q. (2019). Do environmental management systems help improve corporate sustainable development? Evidence from manufacturing companies in Pakistan. *Journal of Cleaner Production*, 226, 628–641. <https://doi.org/10.1016/j.jclepro.2019.03.265>
- Iqbal, F. (2018). Can Artificial Intelligence Change the Way in Which Companies Recruit, Train, Develop and Manage Human Resources in Workplace? *Asian Journal of Social Sciences and Management Studies*, 5(3), 102–104. <https://doi.org/10.20448/journal.500.2018.53.102.104>
- Iqbal, Q., Hassan, S., Akhtar, S., & Khan, S. (2017). Employee's green behavior for environmental sustainability: a case of banking sector in Pakistan. *World Journal of Science, Technology and Sustainable Development*.
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green Human Resource Management and Green Supply Chain Management: Linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824–1833. <https://doi.org/10.1016/j.jclepro.2015.01.052>

- Jackson, S. A., Gopalakrishna-Remani, V., Mishra, R., & Napier, R. (2016). Examining the impact of design for environment and the mediating effect of quality management innovation on firm performance. *International Journal of Production Economics*, 173, 142–152. <https://doi.org/10.1016/j.ijpe.2015.12.009>
- Jang, Y. J., Zheng, T., & Bosselman, R. (2017). Top managers' environmental values, leadership, and stakeholder engagement in promoting environmental sustainability in the restaurant industry. *International Journal of Hospitality Management*, 63, 101–111. <https://doi.org/10.1016/j.ijhm.2017.03.005>
- Jiang, W., Zhao, X., & Ni, J. (2017). The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior. *Sustainability*, 9(9), 1567. <https://doi.org/10.3390/su9091567>
- Kim, Y., Kim, W., Choi, H., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83–93. <https://doi.org/10.1016/j.ijhm.2018.04.007>
- Kraus, S., Burtscher, J., Vallaster, C., & Angerer, M. (2018). Sustainable Entrepreneurship Orientation: A Reflection on Status-Quo Research on Factors Facilitating Responsible Managerial Practices. *Sustainability*, 10(2), 444. <https://doi.org/10.3390/su10020444>
- Latan, H., Chiappetta Jabbour, C. J., Lopes de Sousa Jabbour, A. B., Wamba, S. F., & Shahbaz, M. (2018). Effects of environmental strategy, environmental uncertainty and top management's commitment on corporate environmental performance: The role of environmental management accounting. *Journal of Cleaner Production*, 180, 297–306. <https://doi.org/10.1016/j.jclepro.2018.01.106>
- Lee, S. H. (2020). Achieving corporate sustainability performance: The influence of corporate ethical value, and leader-member exchange on employee behaviors and organizational performance. *Fashion and Textiles*, 7(1), 25. <https://doi.org/10.1186/s40691-020-00213-w>
- Liu, L. (2019). Top Management Characteristics, Green Supply Chain Management and Corporate Performance
—Moderating Effects of Competition Intensity. *Journal of Human Resource and Sustainability Studies*, 07(01), 55–71. <https://doi.org/10.4236/jhrss.2019.71005>
- Liu, X., & Lin, K.-L. (2020). Green Organizational Culture, Corporate Social Responsibility Implementation, and Food Safety. *Frontiers in Psychology*, 11, 585435. <https://doi.org/10.3389/fpsyg.2020.585435>
- Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: The roles of collective green crafting and environmentally specific servant leadership. *Journal of Sustainable Tourism*, 27(8), 1167–1196. <https://doi.org/10.1080/09669582.2019.1601731>

- Ma, Y., Zhang, Q., Yin, Q., & Wang, B. (2019). The Influence of Top Managers on Environmental Information Disclosure: The Moderating Effect of Company's Environmental Performance. *International Journal of Environmental Research and Public Health*, 16(7), 1167. <https://doi.org/10.3390/ijerph16071167>
- Magon, R. B., Thomé, A. M. T., Ferrer, A. L. C., & Scavarda, L. F. (2018). Sustainability and performance in operations management research. *Journal of Cleaner Production*, 190, 104–117. <https://doi.org/10.1016/j.jclepro.2018.04.140>
- Mahmood, A., Sandhu, M. A., Kanwal, S., & Iqbal, J. (2016). The Effect of Green HRM Practices on Sustainability: Evidence from Manufacturing Companies in Pakistan. *Pakistan Journal of Social Sciences (PJSS)*, 36(1).
- Mariappanadar, S. (2020). Characteristics of Sustainable HRM System and Practices for Implementing Corporate Sustainability. In S. Vanka, M. B. Rao, S. Singh, & M. R. Pulaparthy (Eds.), *Sustainable Human Resource Management* (pp. 9–35). Springer Singapore. https://doi.org/10.1007/978-981-15-5656-2_2
- Masud, A., Nurunnabi, M., & Bae, S. (2018). The effects of corporate governance on environmental sustainability reporting: Empirical evidence from South Asian countries. *Asian Journal of Sustainability and Social Responsibility*, 3:3. <https://doi.org/10.1186/s41180-018-0019-x>
- McCullough, B. P., Pfahl, M. E., & Nguyen, S. N. (2016). The green waves of environmental sustainability in sport. *Sport in Society*, 19(7), 1040–1065. <https://doi.org/10.1080/17430437.2015.1096251>
- McWilliam, J., Brown, J., Sanders, M. R., & Jones, L. (2016). The Triple P Implementation Framework: The Role of Purveyors in the Implementation and Sustainability of Evidence-Based Programs. *Prevention Science*, 17(5), 636–645. <https://doi.org/10.1007/s11121-016-0661-4>
- Menguc, B., & Ozanne, L. K. (2005). Challenges of the “green imperative”: A natural resource-based approach to the environmental orientation–business performance relationship. *Journal of Business Research*, 58(4), 430–438. <https://doi.org/10.1016/j.jbusres.2003.09.002>
- Mishra, P., & Yadav, M. (2021). “Environmental capabilities, proactive environmental strategy and competitive advantage: A natural-resource-based view of firms operating in India.” *Journal of Cleaner Production*, 291, 125249. <https://doi.org/10.1016/j.jclepro.2020.125249>
- Morton, N., Hill, C., & Meiring, D. (2018). Validating the South African Personality Inventory (SAPI): Examining Green Behavior and Job Crafting within a Nomological Network of Personality. *International Journal of Personality and Psychology*.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595. <https://doi.org/10.1016/j.jclepro.2019.118595>

- Naz, S., Jamshed, S., Nisar, Q. A., & Nasir, N. (2021). Green HRM, psychological green climate and pro-environmental behaviors: An efficacious drive towards environmental performance in China. *Current Psychology*.
<https://doi.org/10.1007/s12144-021-01412-4>
- Ong, T. S., Magsi, H. B., & Burgess, T. F. (2019). Organisational culture, environmental management control systems, environmental performance of Pakistani manufacturing industry. *International Journal of Productivity and Performance Management*, 68(7), 1293–1322. <https://doi.org/10.1108/IJPPM-05-2018-0187>
- Orji, I. (19 C.E.). Examining barriers to organizational change for sustainability and drivers of sustainable performance in the metal manufacturing industry. *Resources, Conservation & Recycling*, 140 (2019) 102–114.
- Pan, C., Guo, H., Jiang, Y., Wang, H., & Qi, W. (2020). The double effects of female executives' participation on corporate sustainable competitive advantage through unethical environmental behavior and proactive environmental strategy. *Business Strategy and the Environment*, 29(6), 2324–2337.
<https://doi.org/10.1002/bse.2505>
- Pellegrini, C., Rizzi, F., & Frey, M. (2018). The role of sustainable human resource practices in influencing employee behavior for corporate sustainability. *Business Strategy and the Environment*, 27(8), 1221–1232.
<https://doi.org/10.1002/bse.2064>
- Pham, N., Tučková, Z., & Jabbour, C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, Volume 72, 386–399. <https://doi.org/10.1016/j.tourman.2018.12.008>
- Pinzone, M., Guerci, M., Lettieri, E., & Huisingh, D. (2019). Effects of 'green' training on pro-environmental behaviors and job satisfaction: Evidence from the Italian healthcare sector. *Journal of Cleaner Production*, 226, 221–232.
<https://doi.org/10.1016/j.jclepro.2019.04.048>
- Raineri, N., & Paillé, P. (2016). Linking Corporate Policy and Supervisory Support with Environmental Citizenship Behaviors: The Role of Employee Environmental Beliefs and Commitment. *Journal of Business Ethics*, 137(1), 129–148.
<https://doi.org/10.1007/s10551-015-2548-x>
- Ramus, C. A. (2002). Encouraging innovative environmental actions: What companies and managers must do. *Journal of World Business*, 37(2), 151–164.
[https://doi.org/10.1016/S1090-9516\(02\)00074-3](https://doi.org/10.1016/S1090-9516(02)00074-3)
- Ridley, D. (2012). *The literature review: A step-by-step guide for students* (Second edition). Sage.
- Sackmann, S. A. (2011). Culture and Performance. *The handbook of organizational culture and climate*, 2., 188-224.
- Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource

- management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424–438. <https://doi.org/10.1002/csr.1694>
- Saleh, T., & Danmaliki, G. (Eds.). (2020). *Sustainable Infrastructure: Breakthroughs in Research and Practice*. IGI Global. <https://doi.org/10.4018/978-1-7998-0948-7>
- Schaltegger, S., & Burritt, R. (2018). Business Cases and Corporate Engagement with Sustainability: Differentiating Ethical Motivations. *Journal of Business Ethics*, 147(2), 241–259. <https://doi.org/10.1007/s10551-015-2938-0>
- Schein, E. H. (2009). *The corporate culture survival guide (Vol. 158)*. John Wiley & Sons.
- Schönborn, G., Berlin, C., Pinzone, M., Hanisch, C., Georgoulas, K., & Lanz, M. (2019). Why social sustainability counts: The impact of corporate social sustainability culture on financial success. *Sustainable Production and Consumption*, 17, 1–10. <https://doi.org/10.1016/j.spc.2018.08.008>
- Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J., & Luthra, S. (2021). Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment. *Journal of Cleaner Production*, 303, 127039. <https://doi.org/10.1016/j.jclepro.2021.127039>
- Smeeton, N. (2021). Early Statistical Findings and Authorship Misattribution: An Unsystematic Review of the Literature. *CHANCE*, 34(1), 39–43. <https://doi.org/10.1080/09332480.2021.1885933>
- Steg, L., Dreijerink, L., & Abrahamse, W. (2005). Factors influencing the acceptability of energy policies: A test of VBN theory. *Journal of Environmental Psychology*, 25(4), 415–425. <https://doi.org/10.1016/j.jenvp.2005.08.003>
- Sung, S. Y., Choi, J. N., & Kang, S.-C. (2017). Incentive Pay and Firm Performance: Moderating Roles of Procedural Justice Climate and Environmental Turbulence: Incentive Pay and Firm Performance. *Human Resource Management*, 56(2), 287–305. <https://doi.org/10.1002/hrm.21765>
- Tepe Küçükoğlu, M., & Pınar, R. İ. (2015). Go Green at Work: Environmental Organizational Culture. *Modern Environmental Science and Engineering*, 1(2), 79–88. [https://doi.org/10.15341/mese\(2333-2581\)/02.01.2015/004](https://doi.org/10.15341/mese(2333-2581)/02.01.2015/004)
- Torraco, R. J. (2005). Writing Integrative Literature Reviews: Guidelines and Examples. *Human Resource Development Review*, 4(3), 356–367. <https://doi.org/10.1177/1534484305278283>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- Tseng, M.-L., Tan, R. R., Chiu, A. S. F., Chien, C.-F., & Kuo, T. C. (2018). Circular economy meets industry 4.0: Can big data drive industrial symbiosis?

- Resources, Conservation and Recycling*, 131, 146–147.
<https://doi.org/10.1016/j.resconrec.2017.12.028>
- Wang, C.-H. (2019). How organizational green culture influences green performance and competitive advantage: The mediating role of green innovation. *Journal of Manufacturing Technology Management*, 30(4), 666–683.
<https://doi.org/10.1108/JMTM-09-2018-0314>
- Wijethilake, C. (2017). Proactive sustainability strategy and corporate sustainability performance: The mediating effect of sustainability control systems. *Journal of Environmental Management*, 196, 569–582.
<https://doi.org/10.1016/j.jenvman.2017.03.057>
- Wu, P.-J., Wu, T.-J., & Yuan, K.-S. (2019). “Green” Information Promotes Employees’ Voluntary Green Behavior via Work Values and Perceived Accountability. *Sustainability*, 11(22), 6335. <https://doi.org/10.3390/su11226335>
- Xu, R., & Lin, B. (2016). Why are there large regional differences in CO2 emissions? Evidence from China’s manufacturing industry. *Journal of Cleaner Production*, 140, 1330–1343.