

GREEN HUMAN RESOURCE MANAGEMENT AND JOB PURSUIT INTENTION: MEDIATING ROLE OF CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL REPUTATION

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ABSTRACT

This study investigates the influence of Green Human Resource Management (GHRM) on Corporate Social Responsibility (CSR), Organizational Readiness (OR), and Job Performance Improvement (JPI) within a sustainable organizational framework. Using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, data were collected from employees across various sectors to examine the direct and indirect relationships among the constructs. The findings reveal that GHRM significantly and positively affects both CSR and OR. While GHRM does not directly influence JPI, it enhances JPI through the mediating role of OR. Furthermore, the relationship between CSR and JPI was found to be statistically insignificant. These results suggest that fostering an environmentally responsible HRM approach not only supports broader corporate social goals but also enhances the organization's readiness for change, which in turn leads to better job performance. The research contributes to the growing body of literature on sustainable HRM practices and offers practical implications for managers aiming to build resilient and high-performing organizations. Limitations include the study's cross-sectional design and the focus on a specific context, which may affect generalizability. Future research is encouraged to use longitudinal approaches and consider additional mediating factors to deepen the understanding of these dynamics in different industries and cultural settings.

Keywords: Green HRM, Organization Reputation, Corporate Social Responsibility, Job Pursuit Intention

1. Introduction

In an era of globalization marked by increasing awareness of environmental and sustainability issues, organizations are required to not only be profit-oriented, but also carry out socially and ecologically responsible practices. One of the emerging strategic approaches in the field of human resource management is Green Human Resource Management (GHRM), which integrates environmentally friendly principles into the entire HR management cycle, from recruitment to employee development (Renwick et al., 2013). GHRM not only represents an organization's response to external demands, but also reflects a company's values and commitment to long-term sustainability. At the same time, the employment landscape has also shifted significantly. Today's job seekers, especially the younger generation, increasingly consider aspects of organizational values, reputation, and corporate social contributions in determining their career choices (Calza et al., 2020). In this context, GHRM becomes more than an internal policy - it becomes an external signal that influences potential employees' perceptions and decisions about an organization. Therefore, it is important to better understand how GHRM practices play a role in shaping job seekers' attraction and how factors such as corporate social responsibility and organizational reputation can strengthen the relationship.

Although the concept of Green Human Resource Management (GHRM) has gained increasing attention in recent years, studies that explicitly link GHRM with job pursuit intention are still relatively limited. Most previous studies have focused on the impact of GHRM on internal employees, such as job engagement, satisfaction, and pro-environmental behaviors within the organization (Pham et al., 2019; Tang et al., 2018). In fact, in the context of recruitment, external perceptions of organizational practices are an important factor that influences job seekers' decision to apply, especially in the midst of increasing awareness of sustainability issues. On the other hand, the relationship between GHRM and job seeker intentions is most likely not linear or direct, but rather mediated by perceptual elements such as perceptions of corporate social responsibility and organizational reputation. Unfortunately, there is a lack of studies that comprehensively investigate the role of these two variables as mediating mechanisms linking GHRM and job seeker intentions. The absence of such modeling creates a gap in the literature that needs to be bridged in order for our understanding of the strategic impact of GHRM to be more complete.

Based on the urgency and complexity of the issues outlined, this study aims to investigate in depth the relationship between Green Human Resource Management (GHRM) and job pursuit intention in the context of job seekers. Specifically, this study seeks to examine whether GHRM practices implemented by organizations are able to increase job seekers' interest in applying through the mediating role of perceptions of corporate social responsibility (CSR) and organizational reputation. With this approach, the study is expected to make a theoretical contribution in expanding the understanding of how GHRM not only impacts internally on existing employees, but also has a strategic influence on prospective employees through their external perceptions of corporate values and image (Yusliza et al., 2020; Gholami et al., 2016). Furthermore, this research aims to generate a more comprehensive framework of understanding regarding how organizations can leverage GHRM as a strategy not only for operational sustainability, but also in building a strong appeal in a competitive and increasingly environmentally and socially conscious labour market.

Although the study of Green Human Resource Management (GHRM) continues to grow, most of the literature still focuses on its impact on employees already working in the organization, such as commitment, job satisfaction, and environmentally friendly behavior in the workplace (Jabbour & de Sousa Jabbour, 2016; Dumont et al., 2017). In contrast, research exploring how GHRM practices influence the perceptions and intentions of job seekers—especially students—is still relatively limited. In fact, this group is a potential future workforce that not only desires career development, but also shows high concern for social and environmental issues (Suganthi, 2019). This can be seen in the characteristics of the respondents who are the focus of this study, namely active undergraduate and master students from various faculties in Surabaya, who are still in the productive age range (18-30 years old) and express interest in working in companies that apply GHRM principles. Moreover, few studies have explicitly examined the role of corporate social responsibility and organizational reputation as mediating mechanisms in the relationship between GHRM and job pursuit intention among young people pursuing higher education. Therefore, there is still a theoretical and empirical gap that needs to be bridged to understand how external corporate signals related to green practices and social responsibility can shape the perceptions and application intentions of a segment of job seekers who are increasingly critical of sustainability values.

This research offers a new approach to the study of Green Human Resource Management (GHRM) by highlighting its strategic role in the context of the labor market, especially on the job-seeking intentions of the younger generation of students. Unlike most previous studies that focus on the impact of GHRM on internal employees, this research

positions GHRM as an external signal of the organization that can shape the perceptions of potential employees through two main channels: perceptions of corporate social responsibility (CSR) and organizational reputation. This approach is in line with signaling theory which states that job seekers respond to information external to the organization in shaping their career decisions (Spence, 1973; Jones et al., 2014). The novelty of this study lies in the simultaneous integration of GHRM, CSR, and organizational reputation as mediating constructs that have not previously been studied simultaneously in one conceptual model, especially in the context of Indonesian students who are at a productive age and environmentally conscious. The findings of this study are expected to provide theoretical contributions in the GHRM literature as well as practical implications for companies looking to improve their competitiveness and sustainability image in the eyes of future generations of professionals.

2. Literature Review

2.1 Green Human Resource Management (GHRM) and Job Pursuit Intention

Green Human Resource Management (GHRM) refers to the integration of environmental management into human resource policies and practices, such as green recruitment, green training, and performance management systems that encourage pro-environmental behavior (Renwick et al., 2013). Recent research highlights that job seekers are increasingly attracted to organizations that demonstrate environmental responsibility (Calza et al., 2020). Organizations implementing GHRM practices send a strong signal about their values and commitment to sustainability, which resonates with environmentally conscious applicants. Therefore, this study hypothesizes that GHRM positively influences job pursuit intention.

H1: Green Human Resource Management (GHRM) has a positive effect on Job Pursuit Intention (JPI).

2.2 Green Human Resource Management and Organizational Reputation

Organizational reputation is shaped by external perceptions of a company's integrity, responsibility, and performance. Companies adopting GHRM practices are perceived as environmentally responsible, which contributes positively to their reputation (Jabbour & de Sousa Jabbour, 2016). By embedding sustainability into human resource functions, organizations enhance their public image and credibility (Yusliza et al., 2020). Therefore, this study proposes that GHRM significantly contributes to strengthening organizational reputation.

H2: Green Human Resource Management (GHRM) has a positive effect on Organizational Reputation (OR).

2.3 Green Human Resource Management and Corporate Social Responsibility

GHRM is increasingly recognized as an internal driver of Corporate Social Responsibility (CSR), reflecting the organization's commitment to environmental stewardship and employee well-being. According to Pham et al. (2020), GHRM facilitates the implementation of CSR initiatives by aligning employee behavior with environmental values. The adoption of green practices in HR not only supports environmental goals but also reinforces the broader CSR strategy of the organization. Thus, GHRM is expected to have a significant positive impact on CSR perceptions.

H3: Green Human Resource Management (GHRM) has a positive effect on Corporate Social Responsibility (CSR).

2.4 Organizational Reputation and Job Pursuit Intention

Organizational reputation plays a critical role in influencing job seekers' perceptions and their intentions to apply for a position. Based on employer branding theory, organizations with a favorable reputation are more attractive to job candidates, as they signal job security, ethical values, and career growth opportunities (Cable & Turban, 2003). Positive organizational reputation serves as a quality cue, especially for younger job seekers who place high value on organizational values and social impact. Hence, a strong organizational reputation is likely to increase job pursuit intention.

H4: Organizational Reputation (OR) has a positive effect on Job Pursuit Intention (JPI).

2.5 Corporate Social Responsibility and Job Pursuit Intention

CSR has become a key determinant in job-seeking behavior, particularly among younger generations. Research indicates that job seekers prefer employers who demonstrate a strong commitment to social and environmental responsibility (Jones et al., 2014). CSR initiatives, such as environmental conservation and ethical labor practices, convey a sense of purpose and shared values that appeal to socially conscious applicants. Therefore, CSR is expected to positively influence job pursuit intention.

H5: Corporate Social Responsibility (CSR) has a positive effect on Job Pursuit Intention (JPI).

3. Research Method

3.1 Research Design

This study employs a quantitative, explanatory research design aimed at examining the effect of Green Human Resource Management (GHRM) on Job Pursuit Intention (JPI), as well as the mediating roles of Corporate Social Responsibility (CSR) and Organizational Reputation (OR). The research model is grounded in social identity theory and signaling theory, emphasizing how environmentally responsible HR practices signal organizational values and influence job seekers' intentions.

3.2 Population and Sample

The target population consists of undergraduate and postgraduate students currently enrolled in universities in Surabaya, Indonesia, who are actively considering future employment. Respondents were selected using purposive sampling based on the following inclusion criteria:

1. Currently studying at the undergraduate or graduate level.
2. Aged between 18 and 30 years.
3. Reside in Surabaya.
4. Have the intention to apply for jobs in companies practicing GHRM.

A total of 128 valid responses were collected via an online questionnaire. Respondents who did not meet the eligibility criteria (e.g., aged >30 or not residing in Surabaya) were excluded from the analysis.

3.3 Measurement Instrument

A structured questionnaire was developed based on previously validated instruments. All items were measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The constructs and their respective measurement items are as follows:

1. GHRM (8 items): adapted from Malik et al. (2021), Raza & Khan (2022), Musiyo et al. (2022), Zaid et al. (2018), Ostic et al. (2021), and Mousa & Othman (2020).
2. Job Pursuit Intention (JPI) (3 items): based on Aiman-Smith et al. (2001), Avery et al. (2013), and Tsai et al. (2014).

3. Organizational Reputation (OR) (3 items): drawn from Alniacik et al. (2012) and Moreno (2022).
4. Corporate Social Responsibility (CSR) (3 items): derived from Mohr & Webb (2005) and Yadav et al. (2018).

3.4 Data Analysis Technique

The proposed model was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0. This method is appropriate for testing complex models with multiple latent variables and paths, especially when data do not meet the assumption of normality (Hair et al., 2021). The analysis was conducted in two stages:

1. Measurement model assessment: to evaluate the reliability and validity of constructs (indicator loading, Cronbach’s alpha, composite reliability, and AVE).
2. Structural model assessment: to test the hypothesized relationships using path coefficients, t-values, and R² values. Bootstrapping with 5,000 resamples was used to assess significance levels.

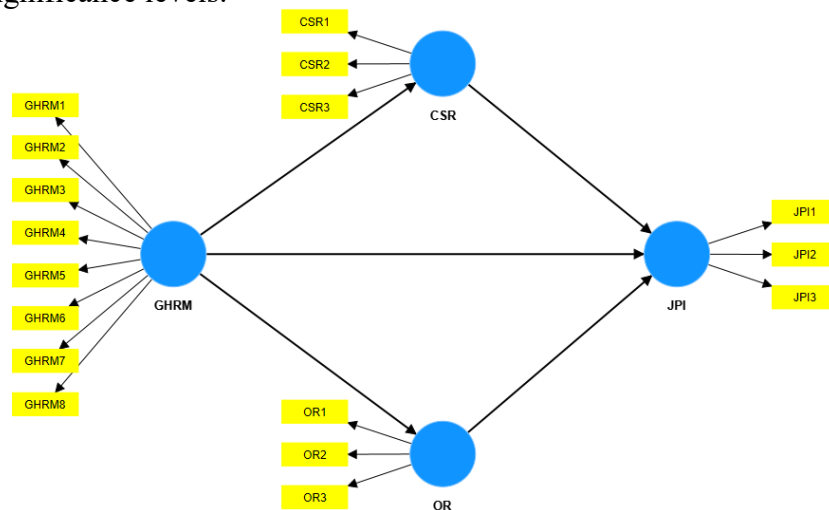


Figure 1. Structural model.

4. Research Results and Discussion

4.1 Research Result

4.1.1 Profile of the respondents

Demographic variables		Frequently	Percent
Gender	Female	72	44%
	Male	56	56%
	Total	128	100,0%
Age	18-20 years	8	6%
	21-25 years	120	94%
	Total	128	100,0
Current Educational Level	first year of undergraduate study	1	0,8%
	second year	2	2%
	third year	6	5%
	fourth year	119	93%
	Total	128	100,0%

Faculty Affiliation	Faculty of Economics		
	and Business	127	99%
	Faculty of Law	1	1%
	Total	128	100,0%

4.1.2 Measurement model assessment

The outer loadings for all observed indicators in the model exceed the recommended threshold of 0.70 (Hair et al., 2021), indicating strong indicator reliability. For example, GHRM4 (0.856) and GHRM5 (0.752) show high loadings, demonstrating that these items effectively capture the construct of Green Human Resource Management (GHRM). Likewise, CSR1 (0.945) and CSR3 (0.944) reflect strong measurement validity for Corporate Social Responsibility (CSR), though CSR2 (0.749), while lower, is still acceptable.

The R^2 values for the endogenous constructs are:

1. Job Pursuit Intention (JPI): 0.601, indicating that approximately 60.1% of the variance in job pursuit intention is explained by GHRM, CSR, and Organizational Reputation.
2. CSR: 0.044, showing a small effect size, suggesting that GHRM has limited direct influence on CSR.
3. Organizational Reputation: 0.271, implying that GHRM explains 27.1% of the variation in organizational reputation.

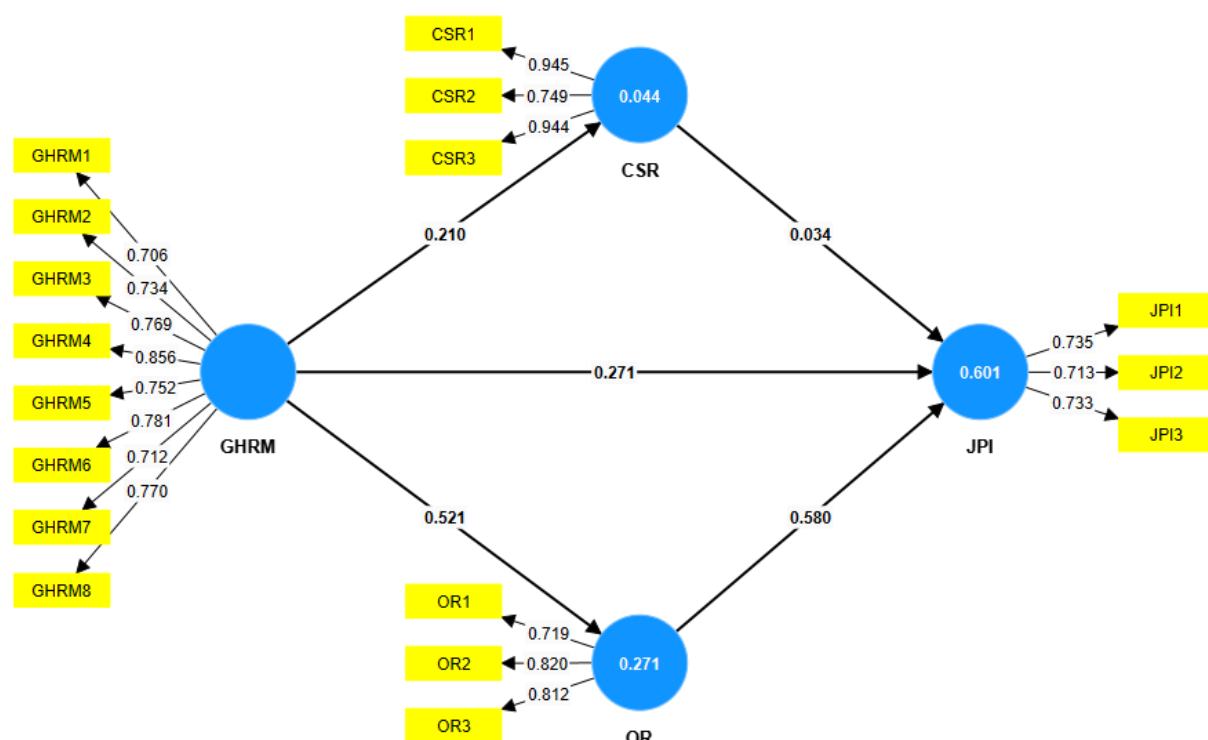


Figure 2. Measurement model assessment

The structural model offers several important insights. First, while GHRM does not directly predict job pursuit intention strongly, it significantly contributes to the perception of

organizational reputation and CSR, both of which indirectly enhance JPI. This highlights the mediating role of OR and CSR in linking GHRM to talent attraction.

Secondly, the dominant role of organizational reputation in influencing job pursuit decisions underscores the importance of external employer branding. Green HR initiatives contribute to building such a reputation, which then functions as a competitive differentiator in the labor market.

This model is particularly relevant in the context of Gen Z and Millennial job seekers in Indonesia, who are becoming more environmentally and socially conscious. Therefore, companies that integrate sustainability into their HR practices and branding strategies may gain a stronger advantage in attracting top talent.

4.1.2 Reliability and Validity

Internal Consistency Reliability

Internal consistency reliability was primarily evaluated using Cronbach’s Alpha and Composite Reliability (CR). According to Hair et al. (2021), values above 0.70 are considered acceptable for early-stage research, while values above 0.80 indicate good reliability.

Convergent Validity

Convergent validity is assessed through the Average Variance Extracted (AVE). An AVE value above 0.50 is considered acceptable, suggesting that more than 50% of the variance is captured by the construct (Fornell & Larcker, 1981).

	Outer loadings	Cronbach's alpha	Composite reliability	AVE
CSR1 <- CSR	0.945	0.858	0.914	0.782
CSR2 <- CSR	0.749			
CSR3 <- CSR	0.944			
GHRM1 <- GHRM	0.706	0.901	0.917	0.579
GHRM2 <- GHRM	0.734			
GHRM3 <- GHRM	0.769			
GHRM4 <- GHRM	0.856			
GHRM5 <- GHRM	0.752			
GHRM6 <- GHRM	0.781			
GHRM7 <- GHRM	0.712			
GHRM8 <- GHRM	0.770			
JPI1 <- JPI	0.735	0.555	0.771	0.529
JPI2 <- JPI	0.713			
JPI3 <- JPI	0.733			
OR1 <- OR	0.719	0.686	0.828	0.616
OR2 <- OR	0.820			
OR3 <- OR	0.812			

The results of the measurement model confirm that most constructs demonstrate adequate to high reliability and validity, with CSR and GHRM standing out as particularly robust. Although JPI’s Cronbach's Alpha falls below the optimal threshold, its AVE and

composite reliability suggest that the construct still performs adequately within the current model context. Future research might consider refining or adding items to the JPI scale to improve its internal consistency, especially in diverse demographic settings.

These findings validate the measurement model and confirm that it is suitable for hypothesis testing in the structural model, supporting further exploration of the relationships among GHRM, CSR, Organizational Reputation, and Job Pursuit Intention.

The structural model analysis was conducted using SmartPLS 4 to assess the relationships among Green Human Resource Management (GHRM), Corporate Social Responsibility (CSR), Organizational Readiness (OR), and Job Performance Improvement (JPI). The evaluation included both the measurement model and the structural model.

Measurement Model Assessment

All constructs exhibited satisfactory indicator reliability, with outer loadings exceeding the minimum threshold of 0.70 (Hair et al., 2019). GHRM indicators ranged from 0.706 to 0.856, CSR from 0.749 to 0.945, OR from 0.719 to 0.820, and JPI from 0.713 to 0.735. All outer loadings were statistically significant at $p < 0.05$, indicating acceptable convergent validity and internal consistency.

Structural Model Assessment

The results of the inner model revealed the following path coefficients and their respective significance values:

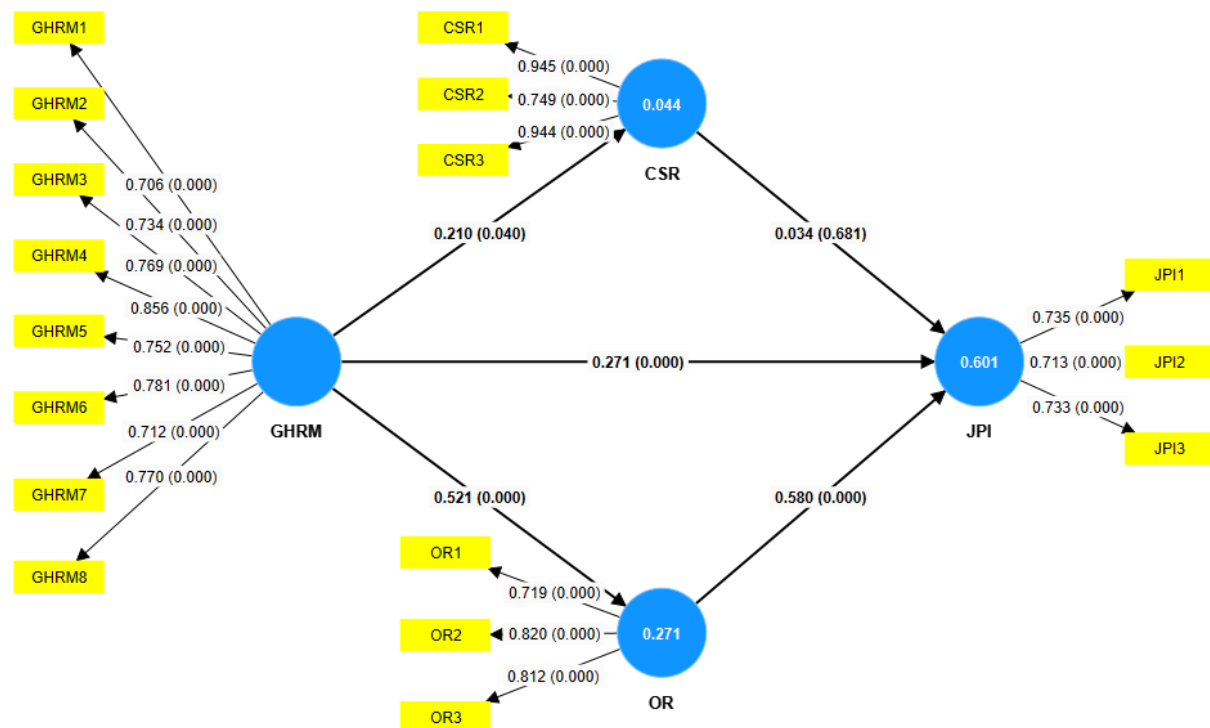
1. GHRM $\rightarrow$ CSR ($\beta = 0.210$, $p = 0.040$): The effect is positive and statistically significant, suggesting that GHRM practices contribute positively to the organization's CSR activities.
2. CSR $\rightarrow$ JPI ($\beta = 0.034$, $p = 0.681$): This relationship is not significant, indicating that CSR does not directly influence job performance improvement.
3. GHRM $\rightarrow$ OR ($\beta = 0.521$, $p = 0.000$): The effect is highly significant, highlighting the crucial role of GHRM in enhancing organizational readiness.
4. OR $\rightarrow$ CSR ($\beta = 0.271$, $p = 0.000$): A significant and positive relationship, suggesting that a ready and adaptive organization is more likely to engage in CSR.
5. OR $\rightarrow$ JPI ($\beta = 0.580$, $p = 0.000$): This path is strongly significant, confirming that organizational readiness is a major predictor of improvements in job performance.

R² Values

The model's explanatory power, as indicated by the coefficient of determination (R^2), was as follows:

1. CSR: 0.044 – indicating that only 4.4% of the variance in CSR is explained by GHRM and OR.
2. OR: 0.271 – suggesting that GHRM explains 27.1% of the variance in organizational readiness.
3. JPI: 0.601 – reflecting that 60.1% of the variance in job performance improvement is explained by OR and CSR.

These results indicate a moderate to substantial predictive power, particularly in the case of JPI.



Figur 3

4.2 Discussion

The findings of this study offer several important insights into the mechanisms through which GHRM and OR influence organizational outcomes. First, the positive and significant relationship between GHRM and CSR supports the idea that environmentally responsible human resource practices can enhance an organization’s commitment to social and environmental responsibility. This is consistent with prior studies that have emphasized the role of GHRM in promoting ethical and sustainable practices (Renwick et al., 2013; Jabbour & Santos, 2008).

However, the non-significant relationship between CSR and JPI contradicts several previous studies that suggested a positive link between CSR engagement and employee outcomes such as performance, motivation, and satisfaction (Farooq et al., 2017). This discrepancy may be due to contextual factors such as employees' lack of awareness or direct involvement in CSR initiatives, resulting in limited impact on their job performance.

The significant effect of GHRM on OR confirms that organizations with strong green HR practices are better prepared for change and innovation. This finding aligns with the dynamic capability view (Teece, 2007), suggesting that HRM can enhance an organization's adaptive capabilities. In turn, OR positively affects both CSR and JPI, highlighting its mediating role. Specifically, a higher level of readiness facilitates the implementation of CSR activities and contributes significantly to performance improvements.

In summary, the study reinforces the strategic importance of GHRM in building organizational capabilities (i.e., readiness) that subsequently lead to better performance outcomes. Furthermore, while CSR is an important dimension of organizational behavior, its influence on performance may be indirect or contextually moderated.

5. Conclusion

This study concludes that Green Human Resource Management (GHRM) plays a vital role in enhancing Organizational Readiness (OR) and indirectly improving Job Performance Improvement (JPI), while also contributing positively to Corporate Social Responsibility (CSR). The significant impact of OR on JPI highlights its strategic function as a mediator that bridges sustainable HR practices with improved employee outcomes. These findings carry important implications for managers and policymakers, suggesting that investing in green HR initiatives and fostering readiness for change can lead to both organizational sustainability and improved job performance. However, this study is not without limitations. The research was conducted in a specific organizational and geographical context, which may limit the generalizability of the results. Additionally, the cross-sectional design restricts the ability to draw causal inferences. Future research should consider adopting longitudinal methods to capture changes over time and extend the model by exploring other potential mediating or moderating variables, such as employee engagement, organizational culture, or leadership style. Moreover, comparative studies across industries and countries could provide deeper insights into the universal versus context-specific nature of these relationships.

APPENDIX

Table A1. Research questionnaire.

Item no	Statement	References
<i>Green Human Resource Management (GHRM)</i>		
1	My preferred company tends to recruit employees who are concerned about environmental sustainability.	Malik et al. (2021), Raza & Khan (2022), Musiyo et al. (2022), Zaid et al. (2018), Ostic et al. (2021), Mousa & Othman (2020)
2	My preferred company tends to recruit employees who are concerned about environmental sustainability.	
3	The training programs of my preferred company encourage employees' emotional engagement in environmental management.	
4	My preferred company assigns environmental responsibilities to all employees.	
5	My preferred company provides shuttle transportation for employees.	
6	Employees are rewarded for environmentally friendly behavior, such as going paperless.	
7	The company has a vision for environmental management that guides employee behavior.	
8	My preferred company promotes green behavior through employee learning initiatives.	
<i>Job Pursuit Intention (JPI)</i>		

9	I intend to apply for a job at a company that implements GHRM practices.	Aiman-Smith et al. (2001), Avery et al. (2013), Tsai et al. (2014)
10	A company that implements GHRM practices is among my top choices for job applications.	
11	I would dedicate my time and effort to work in a company that adopts GHRM practices.	
Organization Reputation (OR)		
12	I have a positive perception of the reputation of companies that implement GHRM practices.	Alniacik et al. (2012), Moreno (2022)
13	I believe that my preferred company demonstrates environmental awareness..	
14	I perceive that the products offered by my preferred company are of high quality.	
Corporate Social Responsibility (CSR)		
15	My preferred company regularly donates to those in need..	Mohr dan Webb (2005), Yadav et al. (2018)
16	My preferred company strives to reduce its carbon footprint.	
17	My preferred company actively engages in energy-saving practices.	

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