

2023

## The Role of Adapting Green Management in Raising the Organization's Sustainability

M. A. Alaghbari

*College of Administrative Sciences, Applied Science University, East Al-Ekir 5055, Kingdom of Bahrain,*  
mohammed.alaghbari@asu.edu.bh

B. Beshr

*College of Administrative and Financial Science, Gulf University, Sanad 26489, Kingdom of Bahrain,*  
mohammed.alaghbari@asu.edu.bh

Follow this and additional works at: <https://digitalcommons.aaru.edu.jo/isl>

---

### Recommended Citation

A. Alaghbari, M. and Beshr, B. (2023) "The Role of Adapting Green Management in Raising the Organization's Sustainability," *Information Sciences Letters*: Vol. 12 : Iss. 4 , PP -. Available at: <https://digitalcommons.aaru.edu.jo/isl/vol12/iss4/60>

This Article is brought to you for free and open access by Arab Journals Platform. It has been accepted for inclusion in *Information Sciences Letters* by an authorized editor. The journal is hosted on [Digital Commons](#), an Elsevier platform. For more information, please contact [rakan@aarj.edu.jo](mailto:rakan@aarj.edu.jo), [marah@aarj.edu.jo](mailto:marah@aarj.edu.jo), [u.murad@aarj.edu.jo](mailto:u.murad@aarj.edu.jo).

# The Role of Adapting Green Management in Raising the Organization's Sustainability

M. A. Alaghbari <sup>1,\*</sup> and B. Beshr <sup>2</sup>

<sup>1</sup>College of Administrative Sciences, Applied Science University, East Al-Ekir 5055, Kingdom of Bahrain

<sup>2</sup>College of Administrative and Financial Science, Gulf University, Sanad 26489, Kingdom of Bahrain

Received: 3 Jan. 2023, Revised: 22 Feb. 2023, Accepted: 22 Mar. 2023.

Published online: 1 Apr. 2023.

**Abstract:** The present study investigated the role of green management and assessed organizational sustainability in three environmental, social and economic domains. For this purpose, the study employed a systematic review that focused on published research papers on green management and its impact on organizational sustainability extracted from Google Scholar and peer-reviewed published papers in and after 2018. Fourteen studies were finalized that included both "green management" and "organizational sustainability" variables. The articles not available in the full text were searched with Sci-hub for complete articles. The systematic review analysis revealed a positive relationship between CSR, green innovation and sustainability. In addition, the environment, community, consumers and employees were all positively significant to organizational sustainability. However, some employees' awareness and knowledge about sustainability dimensions were lacking. Based on study results, it is recommended for companies' CSR to ensure environmental safety and sustainability. Environmental safety should be assured and preserved during natural disasters, emergencies, or economic crises of businesses. In addition, focus on green management roles and allocation of job designations for environmental and occupational health specialists will lead to organizational readiness for green innovation and the provision of safe and green products in the market.

**Keywords:** Green Management, Sustainability, Environment, Social, Economic.

## 1 Introduction

Sustainability refers to the ongoing processes in a business or an organization in ways that are safe and productive according to environmental, social and future considerations. Wales used the terms "ongoing business" and "future-proofing" for organizational sustainability (OS) [1], while the article cited from [2] stated that OS is "being productive today, without compensating the resources and needs you have tomorrow." James Meadowcroft stated that sustainability is the quality of an organization to govern through specific inter-organizational ethics, which preserves the rights and resources of tomorrow [3]. Sustainability has grown much in organizations with the concept of ecosystem and preservation of the natural environment. In business organizations and industries, the sustainability of an organization has been defined in multiple domains. Vila-Vázquez et al. stated sustainability in terms of transformational leadership and its effects on individual employee performance [4]. While [5] stated it in the domain of employee perceptions towards CSR (Corporate social responsibility). [6] Presented multiple factors associated with organizational sustainability like high performance, effectiveness, continuous improvement, strategies and policies, transformational leadership, and organizational efficiency. Regarding environmental sustainability, the terms of water, energy, products, packaging and waste disposal have been studied by literature. [7] Stated that organization sustainability in terms of environment and bio-preservation green management is required through various stages of product selection, processing, related workforce and marketing.

The impact of green management on organizational sustainability has been studied widely in the literature. [8] Stated that green management is the business process that makes raw materials into finished products and services with particular consideration for environmental safety. The balance between economic factors and social and environmental factors is kept preserved in green management. It is becoming famous worldwide, and even it may become compulsory for business processes through legislation and penal actions. ISO 14001 is the international standards organization certification for fully implementing green management and environment-friendly business processes. Although some studies have found a decrease in revenue and profits for organizations that adopted green management too early or could not make necessary alternatives [9]. Following the environmental protection policies and green management, initiatives pose little risk to financial stability in organizations, although they can cause a substantial decrease in sales. [8] Presented the two domains of green management and their impact on organizational sustainability. It compared the impacts of strategic and green marketing on small and medium enterprises' (SMEs) performance.

\*Corresponding author e-mail: [mohammed.alaghbari@asu.edu.bh](mailto:mohammed.alaghbari@asu.edu.bh)

The study supported the hypothesis of green marketing and enterprise performance in business terms. However, it could not support the evidence of green marketing and its beneficial effects on environmental sustainability [10]. The present study assessed the impact of green human resource management practices and employee work behaviour on organizational sustainability and performance. Organizational sustainability was assessed in three domains of environmental sustainability, social sustainability and economic sustainability. The review further clarified three factors of political, government regulations and labour union impacts on green management and organizational sustainability.

### 1.1. Literature Review

Sustainable development goals (SDGs) have been considered essential for future development and sustainability. Global health and natural resources preservation organizations focus on SDGs for human development. The future business processes, business models and marketing strategies are deemed to fulfil the sustainability criteria. Moyer & Bohl stated that human development is crucial for existence on this planet, but human development often causes disruptions to the natural environment and resources [11]. Thus, it is necessary to balance human development and natural preservation. The researchers further stated that reducing the consumption of natural resources or adverse environmental effects could significantly reduce the risks of an environmental hazard. However, this approach was found to decrease human development. For achieving human development and environmental protection simultaneously, the world needs alternative approaches to fulfil indicators of SDGs and make progress in human development too. [12] reported that achieving environmental sustainability and SDGs is separate from the role of a single business or organization and requires collaboration between multiple stakeholders. Although many businesses worldwide are making collaborations and partnerships for this shared goal, it takes time to get into their hands. The researchers reported that inter-organizational learning is crucial for achieving these goals. Thus, the organizations must focus on learning more about each other before collaborating for SDGs and organizational sustainability.

Green human resource management (GHRM) has been studied by literature as an essential indicator in achieving organizational sustainability. [13] studied the impact of GHRM on organizational sustainability and reported the study's outcome in two variables of environmental performance and employee performance. The study was able to find out significant evidence background of organizational sustainability in terms of employees' performance and environmental performance.

Dissemination of governmental policies and guidelines about green management, GHRM and organizational sustainability should be clearly explained and readily available to all public and private sector organizations, businesses and industries to ensure its maximum application. According to [14], in private businesses, the monitoring and evaluation procedures and training are more facilitated and robust than in public institutes. To ensure the application of government guidelines about green management and organizational sustainability in public institutes of the United Arab Emirates (UAE), [15] reported that employees were unaware of most government policies and guidelines. Some of the employees had the idea of government-implemented policies and regulations, but they needed to be made aware of the basic guidelines for implementation. According to researchers, such policies need to be better communicated with employees. Thus, better collaboration and evaluations are needed.

### - Theory of Green Management

To understand the theoretical background of GHRM and green management, organizational changes and sustainability, [16] provided evidence of the institutional theory. According to [17], the institutional theory was proposed by John Meyer and Brian Rowan in 1970. The theory explains how organizations tend to change in macro environments and according to societal, social, national and global environments.

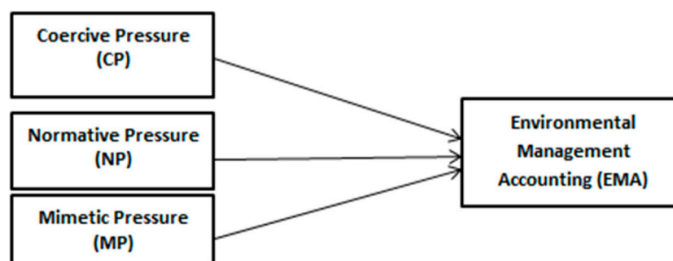


Fig. 1: Determinants and Concepts of Institutional theory [40]

According to [16], institutional theory explains how organizations change according to external pressure. Rules, policies and regulations from the government and environmental protection agencies tend to change many industries and

organizations' working and business processes. Masocha & Fatoki stated that coercive environmental policies affect small and medium businesses' economic, environmental and social aspects [18]. The behaviors of firms and businesses about sustainability change according to these coercive policies. Although green management policies institutional theory is criticized for being passive and subject to change in adopting environmental protection. Geels stated that institutional theory urges organizations to adopt sustainable goals and initiatives for green management only as a reaction to external policies or changes in the macro environment [19]. Arulrajah & Opatha stated that institutional theory best fits environmental change and policies [16].

Environmental management accounting (EMA) has been an effective strategy for implementing environmental protection rules and regulations. Latif et al. [20] identified that coercion is necessary for proper adaptation of EMA and thus neutralizes the objection of [19] that states institutional theory as a reactionary response. [20] reported coercive pressure, normative pressure and mimetic pressure are all essential indicators adoption of EMA.



**Fig. 2:** Coercive pressure, Normative Pressure and Mimetic Pressure as Indicators of EMA (Latif et al., 2020)

**- Empirical Evidence**

Organizational sustainability has been studied with multiple factors and reported the relationships between organizational culture, sustainability and digital transformation [21]. Organizational culture was studied in individual determinants of attitudes, norms and assumptions. Results of the study stated that elements in organizational culture that were found to impact sustainability included strategic orientation, internal strengths of the organization, management attitudes and management of sustainable working environments. Further, the study stated that there are multiple research gaps in the findings of the available studies about green management, digital transformation and organizational stability. Thus, the literature requires more focused studies on these determinants.

Organizations must align HRM according to environmental protection policies, thus enabling GHRM. Yong et al. suggested that this focus should be attributed from the beginning, thus working on green recruitment and green training domains [22]. These two variables have been found to impact sustainability in organizations positively. The study further provided details about the green analysis in organizations, green selection and green performance assessments but reported no significant association between the variables and organizational sustainability. Although the GRHRM has been found to significantly improve sustainability in manufacturing firms and industries.

Organizations need some extra care and management during the transformation phase. When transforming from conventional management to green management, organizations need consideration of several factors. Yeung et al. reported a drop in sales and revenue during this period [9]. Bhatti et al. revealed the impacts of technological innovation, human capital and value prepositions in organizations and their response to sustainability [23]. It reported that GHRM and technological innovation positively affected organizational sustainability.

**2 Methodology**

To study the perception of green management, analyze and understand the degree of impact of adopting green management in Raising the Organization's Sustainability, the study was investigated.

**Protocol**

This systematic review focuses on published research papers on green management and its impact on organizational sustainability. The green management defined for this review is in the form of environmental safety initiatives to preserve natural resources and environmental initiatives when focusing on business processes, business models and operations. At the same time, organizational sustainability refers to the business integrity of the organization in all its terms of the microenvironment and natural environment.

**Question**

The question in focus for this review is: What is the impact of adopting green management on organizational

sustainability?

### Eligibility Criteria Inclusion

- The published papers about green management and organizational sustainability.
- Papers published online after or in 2018.
- Papers that were available in full-text and open access.
- Papers that had followed STROBE guidelines in case of cross-sectional studies.
- Studies that were conducted in organizations only.
- Empirical review articles.

### Eligibility Criteria Exclusion

- Papers focusing on only one of the two variables.
- Language other than English.
- Studies that included participants other than humans.
- Studies that were not peer-reviewed.
- Articles related to green human resource management.
- Systematic reviews on the same topic.

### Information Source

Studies were selected from Google Scholar and peer-reviewed published papers in and after 2018.

### Search Strategy

Full articles were searched in Google Scholar by clicking the articles option on the Google Scholar desktop homepage instead of case law. The time duration was set as studies from 2018 till the present, studies were sorted by relevance, the review article was set as "any type", and "include citation" was clicked. By putting the keywords "green Management" AND "organizational sustainability", 564 results were available in 0.09 seconds. By searching the impact of "green management" on "organizational sustainability," 802 results were available in 0.11 seconds. Although most of the articles were related to GHRM, it has been studied by many recent researchers [13,24,6,25,26,27,28]. Thus, the search strategy was changed to remove human resources from the search phrase, although only resources were included to refer to other sources in the organization rather than human. The final phrase was used as the impact of "green management" on "organizational sustainability" –human that yielded 43 results. 14 studies were identified according to the inclusion criteria of this study.

### Study selection

Studies were selected out of 53 search results, and 14 studies were finalized that included both “green management” and “organizational sustainability” variables. The articles that were not available in the full text were searched with Sci-hub for full articles.

### Data Extraction

Data were extracted from articles according to the matrix table as author names, years, titles, study types, descriptions, findings and conclusions.

## 3 Result

Sustainable performance depends on sustainable practices in economic, social, environmental and operational domains. The systematic review analysis revealed a positive relationship between CSR, green innovation and sustainability. In addition, the environment, community, consumers and employees were all positively significant to organizational sustainability. The level of sustainability achieved depends on employees' practices, where GSCM and TQM can ensure environmental safety if leadership is committed. Moreover, the results concluded that environmental policies vary in industries. The green managerial role leads to organizational readiness, and green process innovation confirms technology readiness. Manufacturing, inter-organizational, integration, financial, and innovation capabilities positively affect purchasing practice.

In contrast, some studies found that green innovation and environmentally friendly production processes were insignificant for innovation and sustainability. Moreover, employees' awareness and knowledge about sustainability dimensions were lacking. Therefore, the studies recommended balancing the adaptation of GSCM and stakeholders' demands. On the other hand, the study analysis also found that Covid19 pandemic caused a shift of focus from environmental issues to economic issues of businesses, thus weakening the organizational sustainability in environmental domains.

## 4 Discussion

Green management has been studied in various domains and disciplines, and its impact on organizational sustainability in recent years. Chand & Nijjer stated that climate change and environmental considerations had made green management the need of every organization and business [29]. According to Shahzad et al., CSR has a positive association with sustainability [30]. However, Senaweera et al. claimed contradictory results and stated that organizational sustainability has nothing to do with the CSR of the firm [31]. The researchers claimed that organization sustainability is affected by the environment, community consumers and employees [30]. At the same time, the environmental effects on sustainability have also been documented by Lozano & Barreiro-Gen [32], who added the need for environmental considerations over economic considerations for societal good rather than individual good. Sustainable practices have been found as an indicator of organizational sustainability by [33,34,35] and knowledge and awareness about sustainability and environment-friendly practices in employees are associated with organizational sustainability [33]. GSCM as an indicator for sustainability in organizations has been studied widely as GHRM. Akhmatova et al. [36] stated environmental safety with GSCM, and [35] found it associated with green innovation and capability. TQM has also been found to be an indicator of sustainability by [36]. Kashif Akbar [37] has found that green innovation and green production are not significant with sustainability, which contradicts the findings of [30] and [34]. Many green innovation and sustainability studies have been conducted in developed countries or business firms with ISO 14000 certifications. The varying results regarding innovation and sustainability are due to the varying adoption of sustainable practices. As Lončar et al. claimed, adopting such practices is affected by the company's way of working and ethics [38]. Thus, sustainability practices cannot be standardized, nor can an optimum outcome be deemed.

ISO 14000 is the international criteria for environmental protection management by businesses, industries and firms. The certification is allotted to businesses and manufacturers that ensure minimal environmental adverse effects. Yusr et al. stated from the findings of such certified firms that their green performance depends on the level of green innovation they exist, and their green capabilities further influence green innovation [35]. In parallel to these findings, [31] reported about ISO 14000 companies that supplier involvement is crucial in their green capabilities. Cardoso de Oliveira et al. stated lack of policies for green management in many businesses, companies ignore green management, green manufacturing and GSCM during the contractual phase with partners. The results stated that companies often need a specific contractual clause for environmental policies in their ventures, but there are general guidelines that ensure environmental safety [39].

## 5 Conclusion

Green management is the environmentally protective way of purchasing raw materials, manufacturing products, packaging them, and transferring the finished products through the supply chain to suppliers, retailers and customers. Businesses and industries adopt green management in many ways, which leads to organizational sustainability. Research is focused on finding ways to ensure revenue generation, supply and demand balance, and preservation of the natural environment and resources. Green management strategies that positively affect organizational sustainability are CSR, green innovation, sustainable practices, TQM, leadership commitment, GSCM, organization readiness, financial capability, societal factors, supplier involvement, contractual policies, management and business operations. Business performance is necessary not only for businesses but also for the communities relying on businesses for employment and purchase. Some studies have suggested a drop in sales and revenue generation by sticking to environmental protection policies. For the living population's material needs and to preserve natural resources for future generations, policies should consider innovation and environmental safety. Thus, subsidies, raw material availability and recycling can keep the businesses productive and environmentally friendly. Reduction in energy consumption, reusable energy sources, and recycling of used products can ensure less environmental damage and lower depletion of natural resources. Policies should ensure rewards and punitive measures to encourage the protection of the environment and maintain accountability.

## 6 Recommendations

CSR of the companies should be devised to ensure environmental safety and sustainability. Environmental safety

should be assured and preserved during natural disasters, emergencies, or economic crises of businesses. Indicators and evaluation of TQM should monitor and evaluate environmental indicators periodically. Companies' policies should simultaneously focus on societal good and revenue generation so communities can be protected from harmful and disastrous effects while fulfilling basic necessities. The purchase of raw materials should be focused on cost-effectiveness to be environmentally effective. Thus the business will lead toward green innovation over time. Moreover, low-income countries and developing businesses should be provided with low-price and subsidized raw materials to ensure green products, green manufacturing, GHRM, GSCM and recycling of used products. Environmental health specialists should arrange awareness campaigns, seminars and focus group discussions with business delegates and manufacturers to make them aware of environmental health hazards and long-lasting effects on climate and global warming. Punitive measures and stricter governmental policies should regulate businesses reluctant to adopt green management. Companies should focus on green management roles and allocation of job designations for environmental and occupational health specialists. Such practices will lead to organizational readiness for green innovation and the provision of safe and green products in the market.

## Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

## References

- [1] Wales, T. (2013). ORGANIZATIONAL SUSTAINABILITY: WHAT IS IT, AND WHY DOES IT MATTER?. *Review of Enterprise and Management Studies*, 1 (1), 38–49.
- [2] Boudreau, J. W., & Ramstad, P. M. (2005). Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management*, 44(2), 129–136. <https://doi.org/10.1002/hrm.20054>
- [3] James Meadowcroft. (2022, September 13). Sustainability | Description, Theories, & Practices | Britannica. <https://www.britannica.com/science/sustainability>
- [4] Vila-Vázquez, G., Castro-Casal, C., Álvarez-Pérez, D., & Del Río-Araújo, L. (2018). Promoting the Sustainability of Organizations: Contribution of Transformational Leadership to Job Engagement. *Sustainability*, 10(11), Article 11. <https://doi.org/10.3390/su10114109>
- [5] Pérez, S., Fernández-Salineró, S., & Topa, G. (2018). Sustainability in Organizations: Perceptions of Corporate Social Responsibility and Spanish Employees' Attitudes and Behaviors. *Sustainability*, 10(10), Article 10. <https://doi.org/10.3390/su10103423>
- [6] Nawaz, W., & Koç, M. (2019). Exploring Organizational Sustainability: Themes, Functional Areas, and Best Practices. *Sustainability*, 11(16), 4307. <https://doi.org/10.3390/su11164307>
- [7] Raharjo, K. (2018). The role of green management in creating sustainability performance on the small and medium enterprises. *Management of Environmental Quality: An International Journal*, 30(3), 557–577. <https://doi.org/10.1108/MEQ-03-2018-0053>
- [8] Mishra, M. K., Choudhury, D., & Rao, K. S. V. G. (2019). Impact of Strategic and Tactical Green Marketing Orientation on SMEs Performance. *Theoretical Economics Letters*, 9(5), Article 5. <https://doi.org/10.4236/tel.2019.95104>
- [9] Yeung, A. C. L., Yuxiao, & Huo, B. (2020). Maintaining stability while boosting growth? The long-term impact of environmental accreditations on firms' financial risk and sales growth. *International Journal of Operations & Production Management*, 40(12), 1829–1856. <https://doi.org/10.1108/IJOPM-05-2019-0407>
- [10] 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>
- [11] Moyer, J. D., & Bohl, D. K. (2019). Alternative pathways to human development: Assessing trade-offs and synergies in achieving the Sustainable Development Goals. *Futures*, 105, 199–210. <https://doi.org/10.1016/j.futures.2018.10.007>
- [12] Dzhengiz, T. (2020). A Literature Review of Inter-Organizational Sustainability Learning. *Sustainability*, 12(12), Article 12. <https://doi.org/10.3390/su12124876>

- [13] Amjad, F., Abbas, W., Zia-UR-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H.-. (2021). Effect of green human resource management practices on organizational sustainability: The mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, 28(22), 28191–28206. <https://doi.org/10.1007/s11356-020-11307-9>
- [14] Ivanova, I. A., Pulyaeva, V. N., Vlasenko, L. V., Gibadullin, A. A., & Sadriddinov, M. I. (2019). Digitalization of organizations: Current issues, managerial challenges and socio-economic risks. *Journal of Physics: Conference Series*, 1399(3), 033038. <https://doi.org/10.1088/1742-6596/1399/3/033038>
- [15] Tahir Masood Qureshi, & Abhilasha Singh. (2020). Green Human Resource Management for Organizational Sustainability: A Need of the Hour for Modern Workplace. *Journal of Southwest Jiaotong University*, 55(4), Article 4. <http://www.jsju.org/index.php/journal/article/view/688>
- [16] Arulrajah, A. A., & Opatha, H. H. D. N. P. (2016). Analytical and Theoretical Perspectives on Green Human Resource Management: A Simplified Underpinning. *International Business Research*, 9(12), 153. <https://doi.org/10.5539/ibr.v9n12p153>
- [17] Karbhari, Y., Kausar Md., & Mizanur Rahman Md. (2020). Relevance of the application of institutional theory in Shariah governance of Islamic banks. *PSU Research Review*, 5 (1). <https://DOI.10.1108/PRR-05-2020-0015>
- [18] Masocha, R., & Fatoki, O. (2018). The Impact of Coercive Pressures on Sustainability Practices of Small Businesses in South Africa. *Sustainability*, 10(9), Article 9. <https://doi.org/10.3390/su10093032>
- [19] Geels, F. W. (2020). Micro-foundations of the multi-level perspective on socio-technical transitions: Developing a multi-dimensional model of agency through crossovers between social constructivism, evolutionary economics and neo-institutional theory. *Technological Forecasting and Social Change*, 152, 119894. <https://doi.org/10.1016/j.techfore.2019.119894>
- [20] Latif, B., Mahmood, Z., Tze San, O., Mohd Said, R., & Bakhsh, A. (2020). Coercive, Normative and Mimetic Pressures as Drivers of Environmental Management Accounting Adoption. *Sustainability*, 12(11), Article 11. <https://doi.org/10.3390/su12114506>
- [21] Isensee, C., Teuteberg, F., Griese, K.-M., & Topi, C. (2020). The relationship between organizational culture, sustainability, and digitalization in SMEs: A systematic review. *Journal of Cleaner Production*, 275, 122944. <https://doi.org/10.1016/j.jclepro.2020.122944>
- [22] Yong, J. Y., Yusliza, M.-Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212–228. <https://doi.org/10.1002/bse.2359>
- [23] Bhatti, M. A., Alyahya, M., Alshiha, A. A., Aldossary, M., Juhari, A. S., & Saat, S. A. M. (2022). SME'S SUSTAINABILITY AND SUCCESS PERFORMANCE: THE ROLE OF GREEN MANAGEMENT PRACTICES, TECHNOLOGY INNOVATION, HUMAN CAPITAL AND VALUE PROPOSITION. *International Journal of EBusiness and EGovernment Studies*, 14(2), Article 2.
- [24] Freire, C., & Pieta, P. (2022). The Impact of Green Human Resource Management on Organizational Citizenship Behaviors: The Mediating Role of Organizational Identification and Job Satisfaction. *Sustainability*, 14(13), Article 13. <https://doi.org/10.3390/su14137557>
- [25] Sudhir Chandra Das, & Rajkumar Singh. (2018). Green HRM and Organizational Sustainability: An Empirical Review. *Kegees Journal of Social Science*, 8(1), 227–236. <https://doi.org/10.1080/19397038.2019.1695015>
- [26] Worakamol Wisetsri, C. V. (2022). Green Human Resource Management for Organizational Sustainability: Policies and Practices. *Central European Management Journal*, 30(3), Article 3. <https://doi.org/10.57030/23364890.cemj.30.3.3>
- [27] Zhang, Y., Sun, J., Yang, Z., & Wang, Y. (2020). Critical success factors of green innovation: Technology, organization and environment readiness. *Journal of Cleaner Production*, 264, 121701. <https://doi.org/10.1016/j.jclepro.2020.121701>
- [28] Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*, 33(10), 3199–3222. <https://doi.org/10.1108/IJCHM-12-2020-1440>
- [29] Chand, R., & Nijjer, S. (2022). A REVIEW OF GREEN HUMAN RESOURCE MANAGEMENT FOR ORGANIZATIONAL SUSTAINABILITY THROUGH EMPLOYEE PERSPECTIVE: A CRITICAL REVIEW.



- [30] Shahzad, M., Qu, Y., Javed, S. A., Zafar, A. U., & Rehman, S. U. (2020). Relation of environment sustainability to CSR and green innovation: A case of Pakistani manufacturing industry. *Journal of Cleaner Production*, 253, 119938. <https://doi.org/10.1016/j.jclepro.2019.119938>
- [31] Senaweera, L. N., Yajid, M. S. A., Khatibi, A., & Azam, S. M. F. (2020). Impact of Sustainable Practices on Business Performance– A Sri Lankan Perspective. *International Journal of Humanities and Social Science*, 10(1). <https://doi.org/10.30845/ijhss.v10n1a13>
- [32] Lozano, R., & Barreiro-Gen, M. (2021). Corporate Sustainability and COVID-19: Analyzing the Impacts of the Outbreak. *IEEE Engineering Management Review*, 49(1), 72–80. <https://doi.org/10.1109/EMR.2021.3049538>
- [33] Hesham A E Magd, & Henry Jonathan Karyamsetty. (2021). Organizational Sustainability and TQM in SMEs: A Proposed Model. *European Journal of Business and Management*. <https://doi.org/10.7176/EJBM/13-4-09>
- [34] Malesios, C., Dey, P. K., & Abdelaziz, F. B. (2020). Supply chain sustainability performance measurement of small and medium sized enterprises using structural equation modeling. *Annals of Operations Research*, 294(1–2), 623–653. <https://doi.org/10.1007/s10479-018-3080-z>
- [35] Yusr, M. M., Salimon, M. G., Mokhtar, S. S. M., Abaid, W. M. A. W., Shaari, H., Perumal, S., & Saoula, O. (2020). Green innovation performance! How to be achieved? A study applied on Malaysian manufacturing sector. *Sustainable Futures*, 2, 100040. <https://doi.org/10.1016/j.sfr.2020.100040>
- [36] Akhmatova, M.-S., Deniskina, A., Akhmatova, D.-M., & Kapustkina, A. (2022). Green SCM and TQM for reducing environmental impacts and enhancing performance in the aviation spares supply chain. *Transportation Research Procedia*, 63, 1505–1511. <https://doi.org/10.1016/j.trpro.2022.06.162>
- [37] Kashif Akbar. (2021). [No title found]. *International Research Journal of Modernization in Engineering Technology and Science*, 3(6).6.
- [38] Lončar, D., Paunković, J., Jovanović, V., & Krstić, V. (2019). Environmental and social responsibility of companies cross EU countries – Panel data analysis. *Science of The Total Environment*, 657, 287–296. <https://doi.org/10.1016/j.scitotenv.2018.11.482>
- [39] Cardoso de Oliveira, M. C., Machado, M. C., Chiappetta Jabbour, C. J., & Lopes de Sousa Jabbour, A. B. (2019). Paving the way for the circular economy and more sustainable supply chains: Shedding light on formal and informal governance instruments used to induce green networks. *Management of Environmental Quality: An International Journal*, 30(5), 1095–1113. <https://doi.org/10.1108/MEQ-01-2019-0005>
- [40] Nebojsa Janicijevic. (2015). Figure 1. Basic contributions from the institutional theory of... ResearchGate. [https://www.researchgate.net/figure/Basic-contributions-from-the-institutional-theory-of-organization-to-the-understanding-of\\_fig1\\_283766030](https://www.researchgate.net/figure/Basic-contributions-from-the-institutional-theory-of-organization-to-the-understanding-of_fig1_283766030)