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The Correlation of Green Human Resource Management and Organizational Excellence in a Vacation Rental Company

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Abstract

This study aimed to analyze the correlation between green human resource management (GHRM) and organizational excellence through a postpositivist worldview. Respondents covered were employees of a Vacation Rental Company (VRC) with at least six months experience within the organization. GHRM Scale by Malik, Hayat Mughal, Azam, Cao, Wan, Zhu, and Thurasamy (2021) and Organizational Excellence Scale by Shakhour, Obeidat, Jaradat, and Alshurideh (2021) were used for the online survey. Thirty-five (35) eligible respondents have participated. Mean, standard deviation, and Spearman rank correlation coefficient were employed. Results showed that GHRM was displayed in the VRC to a rather high degree, while organizational excellence was exhibited to a high degree. There was a linear, positive, and significant correlation between GHRM and organizational excellence. Each aspect of the organizational excellence was positively and significantly correlated with GHRM.

Keywords: green human resource management (GHRM), green recruitment and selection, green training, green rewards, green performance evaluation, organizational excellence, leadership excellence, subordinate excellence, culture excellence, strategic excellence, vacation rental company (VRC)

Background of the Study

Green Human Resource Management (GHRM)

Green human resource management (GHRM) came into the limelight in the 1990s, according to Krithika, DivyaPriyadharshini, and GokulaPriya (2019). It became a known concept in the 90s, though it was widely embraced in the early millennium years. GHRM is equivalent to Human Resource Management (HRM) when selection, recruitment, job positions, training, performance assessment, teamwork, and other HRM practices include environmental arguments (Bahuguna, Srivastava, & Tiwari, 2023). GHRM starts even before new employees are hired. It goes all the way back to the process of designing or approving, together with other departments, job descriptions (JD) for the new employees.

GHRM is defined as the alignment between traditional human resource (HR) practices (such as training and performance assessment) and environmental policies and objectives (Wehrmeyer, 2017). GHRM can be used to implement HRM policies that promote the sustainable utilization of resources within an organization and encourage adopting environmentally sustainable practices (Sabokro, Masud, & Kayedian, 2021).

After screening resumes, HR can make sure the next steps of the selection process will evaluate the candidate's aptitude to have green behaviors. Sabokro et al. (2021) suggested that green recruitment practices can contribute to successful environmental management by ensuring that new employees are familiar with an organization's environmentally friendly values and possess the necessary skills to uphold its environmental principles.

Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. By having JDs that include "green" tasks, companies are also proactively summing up in case they decide to apply for corporate sustainability standards. According to Abdelhamied, Elbaz, Al-Romeedy, and Amer (2023), green performance appraisal, which is applied as a system in the company, has a positive effect on employee performance.

Learning and development is a practice that focuses on developing employees' skills, knowledge, and attitudes. Esthi, Irawan, Susilowati, Kartini, and Widodo (2023) stated that green training educates the employees about the importance of environmental management, helps them

conserve energy, reduce waste, diffuse awareness about the environment in the organization, and engages employees in ecological problem-solving.

Berrone and Gomez-Mejia (2009) posited that green compensation and rewards can be considered as potential tools to support environmental activities in organizations. Furthermore, Mahdy, Alqahtani, and Binzafrah (2023) stated that green compensation would have been all-encompassing than green pay and reward systems, but still many scholars prefer referring to it as green pay and reward systems.

Organizational Excellence

The American Society for Quality (ASQ, 2024) defined organizational excellence as “ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations.” Further, it is the “successful integration of technology, infrastructure, and personnel to achieve a common goal or mission.”

Aalders (2023) argued that the achievement of organizational excellence is stepwise as performance and transformation occur simultaneously, focusing on both short-term and long-term. Additionally, Aalders (2023) posited that pursuing this requires an awareness of the business ecosystem, and stakeholder interaction is very important. This was in line with the proposition of ASQ (2024) that organizational excellence is the “result of transitional and transformational activities.” Several models are available to guide organizations towards this path (Aalders, 2023; ASQ, 2024; Shakhour, Obeidat, Jaradat, & Alshurideh, 2021).

Statement of Research Problem and Specific Objectives

The field of GHRM has grown quickly (Jackson, 2022; Paille, 2022) as GHRM promotes sustainable utilization of resources through adoption of environmentally sustainable practices (Malik, Hayat Mughal, Cao, Wan, Zhu, & Thurasamy, 2021; Sabokro et al., 2021). Furthermore, GHRM provides means of meeting United Nations (UN) Sustainable Development Goals (SDGs) 4, 12, 8, and 9 (Paille, 2022). Recent trends in organizational excellence indicated that the critical success factor relates to organizational competitiveness through talent management, knowledge and quality management, and sustainability (Lim, 2022; Shakhour et al., 2021).

Daharat, Sued, and Gheisari (2022) stated that organizational excellence is a result of training and empowering employees. Investment in higher education is one of the most important new trends to achieve organizational excellence. Studies have posited that HRM may help in the better implementation of environmental management (Cooke, Schuler, & Varma, 2020; Molina-Azorin, Lopez-Gamero, Tarin, Pereira-Moliner, & Pertusa-Ortega, 2021; Wehrmeyer, 2017).

Yong, Yusliza, and Ahmad (2022) posited in their systematic review that GHRM was connected to environmental, economic, and social performance. However, Jackson (2022) highlighted that additional research is needed to understand how GHRM practices can be effectively bundled to sustain positive organizational outcomes. One may bridge the gap in not only knowing “what” to do but “how” to do it by focusing on institutional logics and processes between and among stakeholders (Jackson, 2022, p. 209, 212). Glavas (2018) put forth that “humans really matter” (p. 172) in this aspect, as HRM may be used as a vehicle to “inspire individuals, organizations, and society/the planet to thrive in a cyclical manner” (p. 185).

To date, no studies have analyzed the interactions between GHRM and organizational excellence. Additionally, this study focused on a vacation rental company (VRC). Croce (2021) described that VRC is a short-term rental (STR) property such as apartments, villas, or other alternative accommodation types on behalf of the homeowner. Contextualizing the constructs of GHRM and organization excellence in the industry of VRC was interesting. Cocola-Gant, Jover, Carvalho, and Chamusca (2021) explored and found that these STR properties could deconcentrate tourism flows across and within major urban destinations. Aside from this, their study found that understanding hosts brings new governance to the market actors of this business ecosystem. This was also in line with the study of Martín Martín, Rodríguez Martín, Zermeño Mejía, and Salinas Fernández (2018), which elaborated that STR properties in the Balearic Islands reduced the concentration of tourists accommodated in regulated establishments such as hotels. However, their study warned about the consequential dangers in store for the environment as this movement and flow of tourists undeniably intensified the pressure put on natural resources, especially those located in environmentally sensitive areas.

To fill this literature gap, this study aimed to answer the research question: **what is the correlation of GHRM and organizational excellence in a Vacation Rental Company (VRC)?** More specifically, this study aimed to achieve the following objectives:

1. Describe the extent of implementation of GHRM in a VRC using the following dimensions:
 - 1.1. Green recruitment and selection
 - 1.2. Green training
 - 1.3. Green rewards
 - 1.4. Green performance evaluation
2. Describe the degree of organizational excellence in a VRC using the following dimensions:
 - 1.1. Leadership excellence
 - 1.2. Subordinates excellence
 - 1.3. Culture excellence
 - 1.4. Strategic excellence
3. Determine which dimension of organizational excellence is significantly correlated to GHRM.

Research Hypotheses

The status quo was that there would be no relationship between the constructs investigated, so the hypotheses in this study would be stated and enumerated in the null form (H_0). However, in the literature review, alternatively (H_1), a relationship between the constructs investigated seemingly exists.

H_01 : There is no significant correlation between GHRM and organizational excellence in a VRC.

H_02 : There is no significant correlation between leadership excellence and GHRM in a VRC.

H_03 : There is no significant correlation between subordinate excellence and GHRM in a VRC.

H_04 : There is no significant correlation between culture excellence and GHRM in a VRC.

H_05 : There is no significant correlation between strategic excellence and GHRM in a VRC.

Conceptual Framework

Green human resource management (GHRM) is “responsible for environmental management... builds a green workforce that develops a green culture within the organization” (Malik et al., 2021, p. 5). This can be analyzed through all HRM activities, which are: *green recruitment and selection*, *green training*, *green rewards*, and *green performance evaluation* (Malik et al., 2021, p. 5).

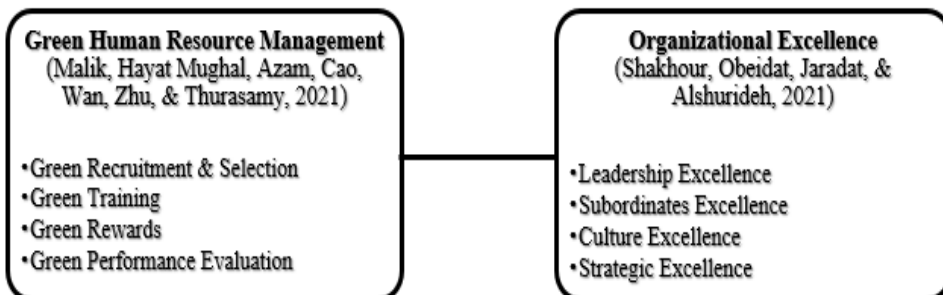
Shakhour et al. (2021, p. 6) focused on the shared components of **organizational excellence** based on the Malcolm Baldrige National Quality Award (MBNQA), Australian Business Excellence Framework (ABEF), and European Foundation for Quality Management Excellence Model (EFQM). Shakhour et al.’s (2021, p. 11) framework elaborated four aspects of organizational excellence, which are: *leadership excellence*, *subordinate excellence*, *culture excellence*, and *strategic excellence*.

Operational Framework

It was interesting to analyze how GHRM correlates to organizational excellence. In a correlation study, there is no independent variable (Nesselrode & Grimm, 2019, p. 24) and no dependent variable, as the variables being investigated are treated symmetrically (Schindler, 2022, p. 408). Intervening, mediating, and moderating variables (e.g., demographic data) were not considered in this study as these were not part of the study’s objectives. This study followed the operational framework shown in Figure 1.

Figure 1.

Operational Framework



On the left side, the construct of GHRM adopted the measures of the GHRM Scale by Malik et al. (2021), comprising four aspects: green recruitment and selection, green training, green rewards, and green performance evaluation. On the right side, the construct of organizational excellence adopted the measures of the Organizational Excellence Scale by Shakhour et al. (2021), comprising four aspects: leadership excellence, subordinate excellence, culture excellence, and strategic excellence. These two constructs were connected by a line to illustrate their correlational relationship. This will explain the bidirectional relationship of the constructs investigated. Moreover, this relationship will not be able to infer causality.

Methodology

Research Design and Approach

This study was guided by the postpositivist worldview as we held a deterministic philosophy (Creswell & Creswell, 2018, p. 6) in identifying and assessing the interactions between GHRM and organizational excellence. A deductive approach was employed as existing theories from these two constructs, along with the hypotheses, were tested and evaluated through the data collected (Saunders, Lewis, & Thornhill, 2023, p. 154-155). Surveys using online self-administered questionnaires allowed the data to be analyzed quantitatively using descriptive and inferential statistics (Callegaro, Lozar Manfreda, & Vehovar, 2015; Hair, Page, & Brunsveld, 2020; Saunders et al., 2023; Schindler, 2022). Aside from cost-effectiveness and efficiency, this strategy worked very well, as most of the respondents alternately work in the office and at home, requiring them to be reachable online.

This was a descriptive and correlational study. The data obtained were used to describe the characteristics of the constructs (Hair et al., 2020, p. 164), examining the nature, direction, and strength of their relationship (Hahs-Vaughn & Lomax, 2020, p. 369, 373; Hair et al., 2020, p. 395; Nesselrode & Grimm, 2019, p. 531). This will examine the bi-directional relationship but will not be able to infer causality. This was cross-sectional in nature as it represented a “snapshot” of a particular time (Creswell & Creswell, 2018, p. 149; Hair et al., 2020, p. 165; Saunders et al., 2023, p. 212; Schindler, 2022, p. 85).

Sampling Design and Research Participants

Respondents were selected through purposive sampling. This type of non-probability sampling technique uses the researcher's judgment or criteria to select cases that will best answer both the research question and research objectives (Hair et al., 2020, p. 93). This study focused on the employees of a Vacation Rental Company (VRC). The VRC was purposefully selected as it has existing GHRM practices. All employees in the VRC with at least six months of experience were selected regardless of age, gender, and educational attainment. Thirty-five (35) eligible respondents have participated. The minimum acceptable sample size for a correlational study was at least 30 (Creswell, 2015, p. 358; Fraenkel, Wallen, & Hyun, 2012, p. 338). To mitigate potential biases due to the small sample size, the online survey link was sent separately and individually. Online survey quick response (QR) code was made available for easy access. Participants were also encouraged to answer the survey alone. It was emphasized during data gathering that they may send their own answers at their convenience up until the specified survey closing date.

Measurement and Instrumentation

To measure the constructs mentioned in the framework of this study, we utilized GHRM Scale by Malik et al. (2021) for GHRM and Organizational Excellence Scale by Shakhour et al. (2021) for organizational excellence. The instruments' Cronbach Alpha (α) was higher than the minimum acceptable level of 0.70 (Hair et al., 2020, p. 261-262; Malaya, 2018, p. 9; Saunders et al., 2023, p. 523).

The GHRM Scale measures the key aspects of green recruitment and selection ($\alpha = 0.91$), green training ($\alpha = 0.89$), green rewards ($\alpha = 0.94$), and green performance evaluation ($\alpha = 0.95$). The aspect of green rewards consisted of two items, while the other remaining aspects consisted of three items each—a total of eleven items (Malik et al., 2021, p. 12–13). Items were scored on a seven-point Likert scale, ranging from 1 (not at all) to 7 (to a great extent).

The Organizational Excellence Scale measures the key aspects of leadership excellence ($\alpha = 0.87$), subordinate excellence ($\alpha = 0.77$), culture excellence ($\alpha = 0.77$), and strategic excellence ($\alpha = 0.84$). The aspect of leadership excellence consisted of five items, while the other remaining aspects consisted of four items each—a total of seventeen items (Shakhour et al., 2021, p. 16). Items were scored on a five-point Likert scale, ranging from 1 (full disagreement) to 5 (full agreement).

Research Ethics Approaches

A letter was written to the owner of the VRC last April 1, 2024, to ask for permission and clearance for the research to commence. Informed consent was given. It was explained that the participation was voluntary. No incentives were given. The request was approved the same day. We were told that the company and respondents should be anonymized. Confidentiality and non-disclosure agreements were made with the statistician before data gathering, which he agreed to abide by.

By clicking the survey link, respondents were directed through the online form, which had three segments: 1) cover letter, 2) GHRM Scale, and 3) Organizational Excellence Scale. The cover letter elaborated on the purpose of the study and the informed consent (voluntary participation; no incentives; anonymity and confidentiality). If the respondent agreed to participate in the study, they would click the survey link, click "Next," complete the online form, and click "Submit." If the respondent disagreed to participate in the study, they don't have to click the survey link. It was also explained that the respondents cannot withdraw from the study once the form through the link was submitted, as the data were anonymized.

Research Procedures for Data Collection

We obtained primary data using an online self-administered questionnaire (Hair et al., 2020; Saunders et al., 2023; Schindler, 2022). Before the online survey, adapted instruments were encoded and converted into Microsoft Forms. A survey link was generated to enable the respondents to access and respond to the online form. The online form was set up in such a way that the only people who could access and respond through the online form were solely from the vacation rental company. The online survey was accessible through desktops, laptops, and mobile devices. All the items in the online form were set as "Required" so that the respondents would not leave any item unanswered. This setting gives an immediate prompt to the respondent, and the form could not be submitted if an item was left unanswered. Respondents could only submit their responses once. After the respondent clicked "Submit," their responses would be automatically stored and transmitted and could be manually downloaded anytime.

Data Analysis

Results were analyzed with the aid of MedCalc Statistical Software version 22.023. Mean and standard deviation were used for descriptive statistics. Mean scores were interpreted using Table 1 for the seven-point

Likert scale of GHRM Scale and Table 2 for the five-point Likert scale of Organizational Excellence Scale. The verbal interpretation in the tables was adapted from Saunders et al. (2023, p. 533).

Table 1.

Verbal Interpretation of the Mean Score of GHRM (Seven-point Likert)

| Mean Score Range | Verbal Interpretation |
|------------------|--|
| 6.16 – 7.00 | Very High or All the time/Always |
| 5.30 – 6.15 | Rather High or Almost all the time/Almost Always |
| 4.44 – 5.29 | High or Frequently/Very Often |
| 3.58 – 4.43 | Neither High nor Low or Sometimes |
| 2.72 – 3.57 | Low or Seldom/Occasionally |
| 1.86 – 2.71 | Rather Low or Almost Never/Rarely |
| 1.00 – 1.85 | Very Low or Never |

Table 2.

Verbal Interpretation of the Mean Score of Organizational Excellence (Five-point Likert)

| Mean Score Range | Verbal Interpretation |
|------------------|-----------------------------------|
| 4.21 – 5.00 | Very High or All the time/Always |
| 3.41 – 4.20 | High or Frequently/Very Often |
| 2.61 – 3.40 | Neither High nor Low or Sometimes |
| 1.81 – 2.60 | Low or Rarely/Seldom |
| 1.00 – 1.80 | Very Low or Never |

Hypotheses were tested at a 0.05 level of significance (α). The probability value (p value) approach was used. To identify which type of correlation treatment would be employed, the Shapiro-Wilk test was used to examine the sample's normality (Hahs-Vaughn & Lomax, 2020, p. 197-198; Saunders et al., 2023, p. 614-615). The result of the Shapiro-Wilk test in Table 3 showed that the sample's distribution was not normal. At a 0.05 level of significance, the p values of the variables were less than the α of 0.05. Statistical evidence suggested that the sample's distribution was statistically and significantly different than a normal distribution, therefore, it was not normally distributed.

Table 3.*Distribution of GHRM and Organizational Excellence*

| | Shapiro-Wilk | <i>p</i> value | Conclusion |
|-------------------------------|--------------|----------------|--------------------------|
| GHRM | 0.968 | 0.392 | Normally distributed |
| Green Recruitment & Selection | 0.875 | 0.001 | Not normally distributed |
| Green Training | 0.797 | 0.001 | Not normally distributed |
| Green Rewards | 0.902 | 0.005 | Not normally distributed |
| Green Performance Evaluation | 0.895 | 0.003 | Not normally distributed |
| Organizational Excellence | 0.961 | 0.243 | Normally distributed |
| Leadership Excellence | 0.894 | 0.003 | Not normally distributed |
| Subordinates Excellence | 0.930 | 0.028 | Not normally distributed |
| Culture Excellence | 0.920 | 0.014 | Not normally distributed |
| Strategic Excellence | 0.885 | 0.002 | Not normally distributed |

Since the assumptions of the parametric test were not met, the standard parametric tests were invalid, and nonparametric tests were used as a substitute (Hahs-Vaughn & Lomax, 2020, p. 375; Nesselroade & Grimm, 2019, p. 727), as nonparametric tests do not make assumptions about population parameters (Nesselroade & Grimm, 2019, p. 677). When assumptions for Pearson correlation were not met, the Spearman rank correlation coefficient was an appropriate option (Hahs-Vaughn & Lomax, 2020, p. 375; Nesselroade & Grimm, 2019, p. 679).

In this study, Spearman ρ was employed (denoted as ρ_s or r_s). It “measures the strength of association between two variables when at least one variable is measured on an ordinal scale” (Nesselroade & Grimm, 2019, p. 677). Conventions used for interpreting Pearson correlation could be applied to Spearman ρ correlation (Hahs-Vaughn & Lomax, 2020, p. 376; Nesselroade & Grimm, 2019, p. 681).

Results and Discussion

Extent of Implementation of GHRM

Table 4.

Mean Scores and Standard Deviation of GHRM Scale

| Items of GHRM Scale (<i>n</i> = 35) | Mean | SD |
|--|--------------|-------------|
| <i>Green Recruitment & Selection</i> | 5.360 | 1.78 |
| 1. The environmental performance of a company attracts new employees. | 6.229 | 1.09 |
| 2. The company prefers to hire employees who have environmental knowledge. | 5.029 | 1.81 |
| 3. All selection steps consider environmental questions. | 4.829 | 2.01 |
| <i>Green Training</i> | 5.860 | 1.44 |
| 4. Environmental training is continuous. | 5.657 | 1.59 |
| 5. Environmental training is a priority. | 5.743 | 1.42 |
| 6. Environmental training is an important investment. | 6.171 | 1.27 |
| <i>Green Rewards</i> | 5.610 | 1.54 |
| 7. Cash rewards are provided to recognize environmental performance. | 5.600 | 1.54 |
| 8. Environmental performance is recognized publicly. | 5.629 | 1.57 |
| <i>Green Performance Evaluation</i> | 5.630 | 1.38 |
| 9. Every employee has specific environmental goals to achieve. | 5.600 | 1.48 |
| 10. Contributions to environmental management are assessed. | 5.429 | 1.36 |
| 11. Individual performance assessment results are recorded. | 5.857 | 1.31 |
| Overall GHRM | 5.620 | 1.55 |

Table 4 shows the mean score of the 35 regular employees of the VRC on each of the 11 items that measured the extent of implementation of GHRM as demonstrated based on a seven-point Likert scale. Overall, **GHRM** and its aspects were almost all the time exhibited by the employees of the VRC to a *rather high* degree and were *demonstrated almost always*.

Green training got the highest mean score of 5.860 (SD = 1.44). Sharing green knowledge is sharing information and sustainable practices to increase awareness and adoption of eco-friendly actions (Esthi et al., 2023). The owner believed that without adequate education about green practices and training to understand and adopt green technology, the hospitality industry may get stuck in conventional methods that harm the environment. Furthermore, she reliably shared that, “when I attended the

seminar on environmental management, I realized the different human activities na may impact sa environment.” In her small day-to-day efforts, she started adopting green management practices by implementing policies and practices that support and encourage pro-environmental behavior among her employees. She initiated the “green practices” together with the department heads, they focused on the development, implementation, and maintenance of all activities aimed at making the workforce supportive and committed to sustainable goals.

Barakat, Milhem, Naji, Alzoraiki, Muda, Ateeq, and Abro (2023) mentioned that education provides a knowledge base, while training provides practical skills in implementing green technologies. As the owner recognized her employees were the most critical asset of the organization and were responsible for actualizing any changes she plans to implement, proper integration of the environmental management practices, behaviors, and systems, with the HRM activities is a must.

The second aspect was green performance evaluation, which had the mean score of 5.630 (SD = 1.38). The third aspect was green rewards, which had a mean score of 5.610 (SD = 1.54). Lastly, the fourth aspect was green recruitment and selection, which got the mean score of 5.360 (SD = 1.78).

The owner of the VRC has just recently integrated GHRM practices in their operations. She openly shared that she initially focused on green training. The owner willingly acknowledged that they still need to improve in these last three areas. The outlook of the owner is to hire an expert who will be able to help in “greening” their performance management system, rewards system, and recruitment and selection. Tying these three areas is very important, as green performance management and compensation significantly mediate the relationship between green hiring and sustainable performance (Martins, Aftab, Mata, Majeed, Aslam, Correia, & Mata, 2021).

Additionally, it was eagerly shared by the owner that, *“During our first year of implementation, we introduced numerous programs to raise environmental awareness and improve its green performance. Nag launch kami ng different contests for all departments: they created environmental slogan, Christmas decoration contest made of environmental materials to name a few.”* For employees to be more engaged in environmental issues, it is vital for them to better appreciate their environment’s value and their significant role in maintaining it (Naz, Jamshed, Nisar, & Nasir, 2023).

*Degree of Organizational Excellence***Table 5.***Mean Scores and Standard Deviation of Organizational Excellence Scale*

| Items of Organizational Excellence Scale (n = 35) | Mean | SD |
|---|-------------|-------------|
| <i>Leadership Excellence</i> | 4.12 | 0.87 |
| 1. The leaders in my organization tends to delegate powers to subordinates, according to their ability and desire to work. | 4.17 | 0.89 |
| 2. The leaders in my organization inspires the employees to participate in taking the decision with commitment in implementing them. | 4.11 | 0.93 |
| 3. The leaders in my organization can anticipate the strengths and weaknesses within the organization. | 4.17 | 0.75 |
| 4. The leaders in my organization develop alternative performance plans in case the official plans fail. | 4.17 | 0.75 |
| 5. The leaders in my organization respond effectively to ambiguity, complexity, and environmental uncertainty. | 3.97 | 1.04 |
| <i>Subordinates Excellence</i> | 4.04 | 0.70 |
| 6. Employees in my organization adapt to new business methods at a high speed. | 4.03 | 0.71 |
| 7. Employees in my organization appreciate ongoing education and experimentation practices. | 4.03 | 0.79 |
| 8. Employees in my organization can develop innovative solutions to existing problems. | 3.97 | 0.66 |
| 9. Employees in my organization work as a single cohesive team spirit. | 4.11 | 0.68 |
| <i>Culture Excellence</i> | 4.17 | 0.73 |
| 10. The values and beliefs of employees are consistent with the values and culture of the institution. | 4.03 | 0.79 |
| 11. There are common values in the organization that are believed by senior management and staff. | 4.14 | 0.73 |
| 12. The culture in my organization directs the behavior of its members towards a high performance. | 4.29 | 0.67 |
| 13. Employees in my organization have a great responsibility to find distinctive methods to do their work. | 4.23 | 0.73 |
| <i>Strategic Excellence</i> | 4.29 | 0.72 |
| 14. Organizational strategies focus on achieving outstanding performance across the organization as a whole. | 4.17 | 0.71 |
| 15. The organization works to achieve a balance between its goals and the cost of achieving it. | 4.17 | 0.89 |
| 16. The leaders of the organization have a clear vision of what the organization should be in the future. | 4.43 | 0.65 |
| 17. The organization is working to achieve its strategic goals successfully through the best use of its available resources and capabilities. | 4.40 | 0.60 |
| Overall Organizational Excellence | 4.15 | 0.71 |

Table 5 shows the mean score of the 35 regular employees of the VRC on each of the 17 items that measured the degree of organizational excellence demonstrated based on a five-point Likert scale. Overall, **organizational excellence** was frequently exhibited by the employees of the VRC to a *high* degree and was *demonstrated very often*. **Strategic excellence** was always exhibited by the employees of the VRC to a *very high* degree and was *demonstrated all the time*. While **culture, leadership, and subordinate excellence** were frequently exhibited by the employees of the VRC to a *high* degree and were *demonstrated very often*.

Strategic excellence got the highest mean score of 4.29 (SD = 0.72). The owner of the VRC is the primary driver inside their organization. She has a very clear direction on how she will drive her organization into achieving sustainability through GHRM. This was very apparent in the trainings, programs, and activities provided to the employees of the VRC aligned into the thrust of GHRM. David, David, and David (2023) elaborated that the starting point in sustaining and gaining competitive advantage is establishing a clear vision and mission, and then from this point, strategies will be formulated, implemented, evaluated, and monitored.

The second aspect was culture excellence, which had the mean score of 4.17 (SD = 0.73). After going to seminars and trainings, the owner realized the impact of their operations on the environment. Slowly, she injected GHRM practices into their operations until it became their “ways” and “practices” in the organization. Groysberg, Lee, Price, and Cheng (2018) posited that culture shapes a group, and a leader may use this as a lever in driving positive organizational outcomes.

The third aspect was leadership excellence, which had a mean score of 4.12 (SD = 0.87). As the employees were already trained, especially in the environmental management practices, the owner confidently delegates each task to the department head concerned. The department head, in turn, and the employees do the tasks well. Aalders (2023), David et al. (2023), and Groysberg et al. (2018) emphasized this vital role of the leaders in the organization in bringing the organization into its desired state.

Lastly, the fourth aspect was subordinate excellence, which got the mean score of 4.04 (SD = 0.70). The employees exhibited such cohesiveness and alignment in achieving the directions set by the owner of the VRC. Groysberg et al. (2018) highlighted that such cohesiveness comes from shared values, and they emphasized that if aligned with the desired organizational outcome, it will drive the organization towards sustainable competitive advantage.

Correlation of GHRM and Organizational Excellence

For inferential testing, the statistic r could be used to make inferences about ρ (Hahs-Vaughn & Lomax, 2020, p. 371, 376; Nesselroade & Grimm, 2019, p. 550, 686). r was tested to determine if population correlation (ρ_s) was different from zero. The results of the hypotheses test were summarized in Table 6.

Table 6.

Results of Hypotheses Testing: Organizational Excellence vis-à-vis GHRM

| | Spearman r | p value | Decision | Conclusion |
|---------------------------|--------------|-----------|-------------|-------------|
| Organizational Excellence | 0.583 | 0.0002 | Reject Null | Significant |
| Leadership Excellence | 0.491 | 0.0028 | Reject Null | Significant |
| Subordinates Excellence | 0.396 | 0.0187 | Reject Null | Significant |
| Culture Excellence | 0.543 | 0.0008 | Reject Null | Significant |
| Strategic Excellence | 0.647 | <0.0001 | Reject Null | Significant |
| $\alpha = 0.05, n = 35$ | | | | |

Applying the general rule of p value approach, the decision was to reject the null hypotheses ($H_{01}, H_{02}, H_{03}, H_{04}, H_{05}$), as p values were less than the 0.05 level of significance (α). As shown in Table 6, statistical evidence indicated that there was a positive and significant correlation between organizational excellence and GHRM (reject H_{01}). Each aspect of organizational excellence – leadership excellence (reject H_{02}), subordinate excellence (reject H_{03}), culture excellence (reject H_{04}), and strategic excellence (reject H_{05})—was positively and significantly correlated with GHRM.

The significant correlation of GHRM and organizational excellence (reject H_{01}) was in line with the studies of Cooke et al. (2020), Lopez-Gamero et al. (2021), Wehrmeyer (2017), and Yong et al. (2022). The owner of the VRC understood that their practices in the VRC would have an impact on the environment (Haldorai, Kim, & Garcia, 2022). This prompted the owner to adopt GHRM practices to implement environmentally sustainable practices and achieve positive environmental outcomes. They implemented the 3 Rs: Reduce, Recycle and Reuse. The primary reason for this choice is that the 3 Rs environmental strategy leads to savings in both materials and energy, which provide significant benefits for firms and the environment alike (Sujadmi, Hayati, & Saputri, 2022). They started reusing scrap paper. They also take common measures like

rationalizing energy and water consumption through low-flow showerheads, water efficient bathroom fixtures, and encouraging guest reuse of linens and towels.

The significant correlation of GHRM and leadership excellence (reject H_02) was in line with the proposition of David et al. (2023) and Groyberg et al. (2018) that leaders have a vital role in driving the organization towards the desired positive state. Furthermore, Co (2022) elaborated in his study on how leaders perform the vital role in strategically embracing and achieving sustainability. Similarly, the owner of the VRC enthusiastically shared that she first heard “green practices” when she attended a seminar on environmental management. It gave her a perspective of being mindful of the environment, as human activities have corresponding impacts on the environment. She firmly believed that without adequate training, education, and understanding about green practices and green technology, the hospitality industry may get stuck in conventional methods that harm the environment.

The significant correlation of GHRM and subordinate excellence (reject H_03) was reflected in the cohesiveness of the group in achieving the green initiatives set by the owner. The employees do what they have been tasked to do. This result was similarly found by Viloría (2022), although in the context of academia, she elaborated that this same cohesiveness, is a resource for collaboration in advancing the path towards sustainability. As the owner successfully integrated GHRM practices in their operations, these were considered by the employees as their shared values and their “ways of living.” Shakhour et al. (2021) highlighted that to achieve organizational excellence, subordinates or employees are very vital, as they are the “core” of the organization that will translate ideas into actions. They are the key in “doing” the strategies in line with the organization’s vision and mission to achieve sustainable competitive advantage (David et al., 2023).

The significant correlation of GHRM and culture excellence (reject H_04) this was observed as the owner introduced programs that attempt to reduce food waste in their restaurants, and to save water and energy in the accommodation rentals. Environmental stewardship is one of the major areas where the owner implemented it as part of their green culture. Organizational culture can be considered green if its employees can minimize negative environmental effects while maximizing positive environmental benefits by going above and beyond profit-seeking purposes (Fang, Shui, Gao, & Li, 2022). They implemented the 3 Rs: Reduce, Recycle and Reuse. They started reusing scrap paper. They also take common measures like rationalizing energy and water consumption through

low-flow showerheads, water efficient bathroom fixtures, and encouraging guest reuse of linens and towels.

The significant correlation of GHRM and strategic excellence (reject H_05) was very evident in the VRC as how she incorporates and transfers her learnings to her subordinates. After sharing “green knowledge” to her department heads, they discussed the new vision and mission of the organization. According to the owner, she believed that the important changes made in their organization’s vision and mission statement were essential elements to make the “green practices” successful. Edralin and Pastrana (2022) similarly highlighted that the direction of the firm towards sustainability starts with the embeddedness of SDGs’ essence in their vision. The vision and mission statement will serve as guiding principles that define the organization’s purpose, values, and goals. It describes what the organization does, who it serves, and how it achieves its goals. It should communicate the organization’s purpose in a clear and concise way that resonates with all stakeholders.

Proper integration of environmental innovation of the firm with its internal capabilities is necessary to survive in a competitive industrial setting (Nazir, Zhaolei, Mehmood, & Nazir, 2024). VRC management crafted a vision and mission statement that focused on “green practices,” which provided a clear direction for everyone within the organization. As they crafted their new vision and mission statement, they are looking forward to how it will inspire employees and stakeholders to work towards a common goal and provide a sense of purpose and direction while creating a shared understanding of its purpose, values, and mission.

The goal of GHRM is to raise employees’ environmental consciousness and commitment through education and outreach—why it is important, what they can do to help, and how things get done (Islam, Hussain, Ahmed, & Sadiq, 2021). Employees who are well-informed on environmental issues and problems tend to take measures to protect the environment. The VRC management, together with the respective department heads, provided their subordinates with green systems, raising their environmental protection knowledge and awareness.

Conclusion

The statistical evidence indicated that there was a positive and significant correlation between organizational excellence and GHRM of the VRC ($r_s = 0.5833$, $p = 0.0002$; reject H_{01}). Each aspect of organizational excellence – leadership excellence ($r_s = 0.491$, $p = 0.0028$; reject H_{02}), subordinate excellence ($r_s = 0.396$, $p = 0.0187$; reject H_{03}), culture excellence ($r_s = 0.543$, $p = 0.0008$; reject H_{04}), and strategic excellence ($r_s = 0.647$, $p = <0.0001$; reject H_{05})—was positively and significantly correlated with GHRM.

GHRM along with its aspects was almost all the time exhibited by the employees of the VRC to a rather high degree and were demonstrated almost always ($M = 5.620$, $SD = 1.55$). Green training got the highest score ($M = 5.860$, $SD = 1.44$). This was followed by green performance evaluation ($M = 5.630$, $SD = 1.38$), green rewards ($M = 5.610$, $SD = 1.54$), and green recruitment and selection ($M = 5.360$, $SD = 1.78$).

Organizational excellence was frequently exhibited by the employees of the VRC to a high degree and was demonstrated very often ($M = 4.15$, $SD = 0.71$). Strategic excellence was always exhibited by the employees of the VRC to a very high degree and was demonstrated all the time ($M = 4.29$, $SD = 0.72$). While culture ($M = 4.17$, $SD = 0.73$), leadership ($M = 4.12$, $SD = 0.87$), and subordinates ($M = 4.04$, $SD = 0.70$) excellence were frequently exhibited by the employees of the VRC to a high degree and were demonstrated very often.

Implications to Theory

The study revealed that there was a positive and significant correlational relationship between GHRM and organizational excellence. This filled the literature gap, as to date, there were no studies done correlating these two constructs. It was explained how each of the GHRM practices was correlated with organizational excellence in the context of a VRC. This addressed the concern of Jackson (2022) on “how” GHRM practices could be bundled and used to achieve and sustain positive outcomes. The findings also align with the propositions of Glavas (2018) that human-centricity in HRM is important as it makes the stakeholders thrive in a cyclical manner. This study similarly highlighted the findings of Co (2022), wherein leaders are vital in strategically embracing and achieving sustainability. By harnessing the principles of GHRM to be organizationally excellent, this added to the understanding of “how” a VRC host could lessen the consequential dangers in the environment emphasized by Cocola-Gant et al. (2021) and Martín Martín et al. (2018).

Recommendation

Implications to Practice

For the Vacation Rental Company (VRC). The owner of the VRC may continue to adopt, integrate, and implement GHRM practices in their operations, as this was significantly correlated with organizational excellence. The role of the owner and top management is very vital to drive the organization towards this initiative as she sets the tone and lays down the foundation for the strategic level, down to the department heads, and to the level of the employees (Aalders, 2023; Co, 2022; David et al., 2023; Edralin & Pastrana, 2022; Groysberg et al., 2018). They can focus on enhancing the employees' problem-solving skills and innovation capability in order to enhance subordinates excellence. It was mentioned by the owner that she plans to hire an expert that will serve as their environmental officer to sustain this activity. Also, green recruitment and selection may be further improved by incorporating environmental questions that examine a candidate's environmental knowledge. Since the performance management system was partly "greened," the owner may connect it to their current rewards system and recruitment and selection to further strengthen the initiatives towards sustainability.

For Human Resource Management Practitioners. As HR practitioners, our reason for conducting this study is to assess the degree of GHRM and organizational excellence and its correlation in the setting of a VRC. The result of the study gave us an insight that GHRM practices were significantly correlated with organizational excellence. This gave us an idea on how to support companies in managing employees in the workplace. As suggested by Islam et al. (2021), GHRM may be used to achieve sustainability as its primary objective is to teach workers about the many facets of environmental management—why it is important, what they can do to help, and how things get done.

For the Academicians. This study may serve as supplemental material in bridging the gap between “what is supposed to happen” versus “what usually happens.” The study of Jou, Mariñas, Saflor, Bernabe, Casuncad, Geronimo, Mabbagu, Sales, and Verceles (2024) indicated the impact of environmental knowledge on environmental concern and policy regulation. Academicians have a vital role in strengthening the awareness of people regarding GHRM. The awareness brought and inculcated will guide people to provide creative solutions that will help incorporate ecological conversion, fostering both benefits of sustainability and excellence.

For the Government and Policy Makers. The Department of Labor and Employment (DOLE) was tasked with developing a National Green Jobs Human Resource Development Plan on the development and deployment of the public and private sector labor forces. The Philippines' Green Jobs Act of 2016 was a major piece of legislation designed to create and maintain jobs in the emerging green economy. It identifies skills needs, develops training programs, and trains and certifies workers for jobs in a range of industries to promote sustainable development and transition to a green economy. The current environmental management legislation may be revisited and reexamined. Jou et al. (2024) highlighted that the role of government has significant relationships to personal values, social norms, and environmental attitudes. This indicates that better guidelines and policies from the government should be in place to properly regulate both public and private companies and make the implementation and compliance with green initiatives should be feasible. Environmental management should be prioritized by the government. The current situation provides insights on the vital role of the government to integrate “greening” and ensure compliance to foster this for both public and private companies, reshaping the current structure of the working and business environment towards achieving SDGs.

Implications for Future Research

It will be worthwhile to find out how GHRM and organizational excellence will evolve over the next decade. Although this study has addressed the literature gap in relation with these two constructs, we recommend exploring these constructs in other aspects.

Since correlation treatment cannot infer an impact and/or causality, regression analysis could be done. One may test and make predictions on how GHRM and organizational excellence associate with each other. Other factors that may influence GHRM and organizational excellence may also be considered. Antecedents (such as demographic profile) and outcomes for these constructs could be investigated. One could explore other variables that could possibly intervene, mediate, and moderate the relationship between GHRM and organizational excellence.

Analysis may also be situated separately in micro-, meso-, and macro-level. Within an organization, each functional department may be investigated on their roles and contributions in GHRM and organizational excellence. As this study was limited to a VRC that newly practices GHRM, this study may also be conducted in other organizations and other industries

which have more years and details in their GHRM practices, giving way for comparative analysis. Longitudinal studies may also be done.

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